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MAY 23, 1931

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Sales Management

The Weekly Magazine for Marketing Executives



Herbert E. Fleming

Vice-president and General Manager, The Conover Company, Chicago

How Conover Puts Punch
into Sales Meetings

Are You Trying to Fight
Cut Prices with Cut Prices?

During the
First Four
Months of
1931

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of all Pittsburgh Newspaper
Advertising was

Concentrated
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Third Paper LOST . . . 452,726 Lines

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Total Advertising.

in **SUNDAY** Advertising

The Press was *First* in

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Advertising, Total Display Advertising, Classified
Advertising, Total Advertising.

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The Pittsburgh Press

A Scripps • Howard Newspaper

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DEPARTMENT OF
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CHICAGO • SAN FRANCISCO • LOS ANGELES • DALLAS • DETROIT • PHILADELPHIA • BUFFALO • ATLANTA

Talk to a crowd that looks listens *and acts*

AN OPEN LETTER TO THE CLEAR-THINKING BUSINESS MEN OF AMERICA . . . SIXTH OF A SERIES



(Check this statement a year from now) ✓

IT IS NO NEWS to good business men that sound and well-timed sales promotion pays good dividends. The real puzzles are—how to be sure of soundness and how to be ready at just the right time.

Looking ten years back and ten years ahead, *The Literary Digest* here states its conviction that the day of the new prosperity-builders is at hand . . . that careful cultivation now will produce golden fruit in the very near future . . . that those businesses that decide to accept the new day and climb will move steadily up, and up.

The wise advertiser today will choose his audience with greater care than ever. He must find people of steady, substantial income and advancing standards. He must find people of inquiring, intelligent mind. He must pick customers who are ready to buy and able to pay—now.

The Literary Digest has grouped a large audience of *responsible* families of this type. Reading matter seeks its own level, and the editorial content of the *Digest* interests progressive people only. This is an essential magazine of

affairs, for men of affairs—one that hits the corner and misses the trifler.

How do we know that those responsible readers are also responsive? *Because the Digest sells itself by advertising.* Millions of mailings are sent

The Literary Digest is close to the life of the times, offering immediate national publicity to the advertiser who has a message of immediate national interest. It goes to press only seven days before delivery—thus having the speed of a weekly newspaper, plus its power as the leading news magazine.

The Digest enters the best million homes with telephones, a market which buys two-thirds of all advertised commodities—and buys them first. The Digest reaches 36% of all families with incomes of 10,000 and up. Its list of subscribers is a roster of ready buyers in the upper income brackets.

For 1931, advertisers buy a guaranteed average circulation of at least 1,400,000 preferred prospects.

to telephone homes, pointing out the *Digest's* interest and value. At intervals, the *Digest's* national polls on matters of national interest attract additional readers. News broadcasts by radio six nights a week bring in many more. . . . Increasing thousands have proved by purchase their readiness to look, listen and react to the advertising of things worth while.

To the *Digest*, the economic upset has shown once again that plenty of people continue to buy through thick and thin—that sales are always waiting for those businesses that travel the broad, straight road.

Subscriptions to the *Digest* are sold on the one-year plan. And more *Digests* were bought in 1930 than in 1929. The records show a weekly average increase of 77,000—and for the first half of 1931, an increase of more than 100,000 over the guaranteed 1,400,000.

Talk to this *responsible, responsive, even-keeled* public. Tell why to want and get your product, why to accept the service you offer, why to *do it now*. . . . And do it now. Next year's sales curve must swing toward the sky.

★ The Literary Digest ★

S O U N D I N G - B O A R D O F A M E R I C A N O P I N I O N

"The Literary Digest is known to students of the publishing business as the sounding-board of American opinion. No other periodical in history has held a similar place. Time after time, its finger laid on the pulse of the people has been the one true index of national sentiment."

Published every Saturday and copyrighted by SALES MANAGEMENT, INC., 420 Lexington Ave., New York, N. Y. Subscription price, \$4.00 a year in advance. Entered as second-class matter June 1, 1928, at the Post Office at New York, N. Y., under the Act of March 3, 1879. Volume XXVI. No. 8.

"In 1931— Pick the best Markets!"

Such is the sage advice of a great newspaper to sales executives. Not so wise, however, in apparently bidding them to be alert only for the time when great city markets "flash the 'go' signal for renewed sales activity."

There is a territory in which the "go" signal has NEVER been changed to a "stop" signal . . . where people are buying NOW and HAVE BEEN buying . . . where, in comparison with an average per capita wealth of \$2,977 for the whole country, the per capita is as follows:*

South Dakota . .	\$4,964
Iowa	4,617
Nebraska	4,241
Wyoming	4,119

People of these four states are spending so freely that theirs has been the only "good" business area on business maps for practically a year.

"IN 1931 — PICK THE BEST MARKETS!"

And, fortunately a goodly part of them may be contacted by sales executives with one newspaper. The World-Herald's spread of circulation among the almost 5,000,000 citizens in this region of high average wealth is shown by the white area on this map:



*Figures from a National Industrial Conference Board report in March.

THE OMAHA WORLD-HERALD

April net circulation

Daily, 122,467

Sunday, 119,533

Survey of Surveys

BY WALTER MANN

Listening Areas

A new method of measurement of radio coverage which shows the distribution and relative intensity of the "minimum habitual audience" of each radio station on the Columbia network—is called "Listening Areas."

This new and interesting classification of radio readers is broken down by the use of uniform mathematical ratios into two broad divisions (i.e., primary and secondary coverage) which are in turn respectively subdivided into intense local coverage and very good coverage as compared with secondary but regular coverage, and occasional coverage.



Walter Mann

Starting way out on the edge of the listening area and working inward the degree of intensity of listeners in each next inner area is approximately twice that of the outer area just left, which means that what is known as the intense area of primary coverage is about eight times as interested in the Columbia Broadcasting System as the outer or occasional part of the secondary area.

Carefully gathered data from each of the 3,000 counties, uniformly applied, is said to contribute a new dimension (i.e., that of depth) to the measurement of radio coverage. Regarded as unimportant was the question, "How far can a station be heard?" The sponsors of the study were more concerned with the question, "When is the station actually listened to?" The result is a sort of crazy quilt of county patches of varying degrees of intensity based on facts gathered in the following manner:

Step 1. To avoid such complications as hearers passing the word on to friends who hadn't heard the announcement over the radio but who wanted a free prize, a humorous souvenir map of no intrinsic value was offered to bona fide radio listeners without incidental publicity of any kind.* Step 2. During a week early last October when average atmospheric conditions were thought to be "average" (Step 3) a sixty-second announcement (Step 4) made over the Columbia network through local announcers (Step 5) for (we understand) seven consecutive days, once in the morning, once in the afternoon and once in the evening to approximate a representative (?) rather than a peak or freak audience. Then (Step 6) all requests were mailed to New York for auditing and tabulation (Step 7) by counties for each station.

In order to avoid any possible degree of

* 150,000 requests for these maps were received and tabulated, i.e., one out of eighty-five of all radio homes in the United States.

special local interest in the prize offered—in the relative warmth and magnetism of the local announcers' voices—and in the relative popularity of the programs which the announcement followed in various localities—such variables were eliminated by mathematical ratios and the audited figures on returns by counties were compared with the population of each county to determine the ratio of requests per thousands of population from each county in the following manner:

"Counties which yielded 50 to 100 per cent as many requests (per thousand population) as the county in which the station itself is located were mapped as 'intense' coverage. Counties which yielded from 25 to 50 per cent as many requests (per thousand population) as the county in which the station itself is located, were mapped as 'very good' coverage. These two areas combined are designated as 'Primary Coverage.'

"Any counties from which less than 25 per cent as many requests were received were arbitrarily excluded from this area, and mapped as 'secondary' but 'regular' coverage.

"A fourth area (shown on each map in the lightest tone) covers counties of 'occasional listening.' On each map these are counties from which the station receives mail on various programs, but from which no requests came in response to the sixty-second offer of the radio map. Many of these counties are regularly heard from by the station on whose map they are plotted. They would practically all be included, for instance, if all of the mail on all the programs emanating from that station during a thirty-day period had been used in making the maps. But because they were not heard from, specifically, in response to this single offer, they are mapped as counties of occasional listening, in which no regular or habitual listening is claimed."

Thus was established a simple series of mathematical ratios based on the actual number of requests per thousand population, received for the souvenir map from each county.

Following further details of method which are given with a highly commendable frankness we have a series of about fifty maps covering the major areas of the seventy-seven stations in the Columbia network. Accompanying these maps is much valuable statistical information for which sources are generally given.

Whether or not one agrees that a picture of the average degree of intensity of the radio listeners of the United States to a three-time a day program broadcast daily for seven days is exactly what the advertising space buyer wants as a basis for measuring the value of the network for his particular product and program, it cannot be denied that this big booklet offers some real original thinking and some really constructive work on an attempt to measure radio "listening areas" scientifically—as compared with the old method of drawing a circle with a compass around the broadcasting center. Get a copy of this study (Continued on page 336)

What's New

Any plan that really helps to meet the problem of cut-price competition is news these days. One such plan is described in the leading article in this issue. It was developed by The Accurate Parts Manufacturing Company of Cleveland, makers of automobile parts and accessories.

What to do at sales meetings to maintain the interest of the salesmen and, at the same time, give them facts and methods that increase their selling efficiency, is a perennial problem. Herbert Fleming, vice-president, The Conover Company, says "experience meetings" have proved unusually helpful to them. Page 308.

Two articles in the April 25 issue brought vigorous replies from a number of subscribers. Two letters are printed on page 318.

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Sales Letters

BY MAXWELL DROKE

Checking Up on Yourself

You recall the story of the Ethiopian lad who stopped in at a corner drug store to telephone Dr. Blank, applying for a



Maxwell Droke

job as house man. Though he painted his qualifications in glowing language, the doctor was unmoved; insisted that he had a man who was giving entire satisfaction. At the conclusion of the conversation the druggist interposed a suggestion, "Boy, if you're looking for a job, maybe I could use you." "No sah" responded the lad, "I ain't lookin' for no job. I's got me a good job workin' for Doctor Blank. You see, I was jes' checkin' up on mahsef."

Which isn't a bad idea for business houses to practice now and anon. This brings to mind a letter used by the Ottawa River Paper Company in addressing new customers a short time after the first order has been filled:

"Shortly after forming a new friendship, most people wonder what sort of impression they make, particularly when they are anxious to please such newly-made friends.

"We who are responsible for ORPCO containers are no exception, and I am wondering how our service and merchandise measured up, and how you liked them.

"Anytime you think we are off on the wrong foot, tell us about it. We welcome constructive suggestions."

High-hat Words

The credit manager of an installment furniture house told me the other day that they had discontinued the use of the word "remittance" in their correspondence, because they had discovered that many customers did not know the meaning of the word. Delinquents are now urged to "pay up this old account" or "let us have something on this bill."

This is another scrap of evidence to support the case of those who insist that this mythical Average Man isn't nearly so smart as we are wont to imagine. However, I may as well confess that I do not always see eye to eye with those who stand in frantic fright of using unfamiliar words and phrases. In the case in question, to be sure, nothing can be gained by circumlocution. If, as my informant insists, "remittance" is an unfamiliar word, then by all means pluck it out. For it is highly important that a collection letter be understandable, and that we betray no evidence of a tendency to high-hat.

But in the marketing of certain types of quality merchandise, particularly where the snob appeal is a factor, I often search my book of synonyms for unusual and un-

familiar words. I do this with deliberate intent to impress the reader. In such cases it is important that the vendor pose as a sort of *arbiter elegantiarum*—an umpire in matters of taste. It is well to give an impression of knowing more than your reader—even if you have to look up the words! But don't let these random remarks lead you into the common mistake of pompously parading big words when little ones will do the work quite as well. That's a lesson I learned early in life.

My father was a college president, privileged to string a goodly portion of the alphabet after his name; but nevertheless an uncompromising advocate of simplicity. I remember a cousin who lived with us while attending school once asked if he should "extinguish the lamp." "Oh, no, Porter" said Dad, "just blow it out!"

Mother of Ingenuity

One of the fruits of the depression is a display of uncommon ingenuity on the part of those who have been forced to seek new jobs. Perhaps the most interesting letter of this type that I have seen lately is a combination affair by Messrs. Hicks and Hubbell, editor and associate editor, respectively, of *The Glass Container*, official organ of the Glass Container Association of America.

It seems that the magazine is about to be merged, thus throwing the two young gentlemen out of their jobs. Wishing to continue their association together, in a new field, they adopted the logical course of "two-timing" prospective employers. Following a brief paragraph outlining their plight, the page is divided into two columns. On the left, Editor C. G. Hicks sets forth his qualifications; on the right, Booth Hubbell, associate editor, tells his strong points.

To the pair, my best wishes, and the hope that they may right speedily have their opportunity to "take a horse-and-buggy publication and develop it into a Cadillac V-Sixteen."

\$45,000 in Three Months

And here comes another letter to stir up inactive accounts. C. E. Sivadie, Jr., sales promotion manager of Central Shoe Company, tells me that this letter, sent to 3,000 inactive accounts, brought more than 500 dealers back into the fold, adding \$45,000 to the company's volume within a period of three months. When one simple letter can accomplish such results at trifling cost, it is astounding that so few firms make any effort to apply the pulmotor on expiring accounts. Here is the letter:

"On a certain day in each year, the Chinese make it a practice to forgive all offenses, real or fancied, renew old friendships and seek to learn whether they have, perhaps, unknowingly hurt some friend.

"It made us think of you, when we read about this splendid custom, for it has been some time since we have had the pleasure of receiving an order from you. We're

most keenly interested right now in all our friends who at one time bought Central Shoes, but are now on our inactive list. Our records show that you are one of these.

"Won't you tell us frankly why we have been denied the pleasure of serving you lately? If any department of this business has failed you, we want to know it. It will be a real help if you can find time to tell us in just what respect we fall short. Your experience as a shoe dealer makes your judgment worth while, and we will greatly value your suggestions.

"The enclosed stamped envelope will bring your answer direct to me.

"Thank you."

A Check of Some Kind

Again from the Pacific Coast, through the courtesy of Scout Spotts, comes a contribution to the department—a collection letter that I like. It was published originally in the house magazine of the Whiting-Mead Company, Los Angeles:

"Dear Mr. _____:

"I want a check of some kind! Either a real check, or a pencil check in one of the squares below. I think you'll agree that I am entitled to know where I stand. So check up your bank balance and slip me the news:

"—Can't possibly make it today. Will send surely on—

"—I'm sending check, but it's post-dated a few days.

"—Here's part of it, to show my heart's in the right place.

"—We mailed you one yesterday.

"—Here's all of it—shut up!

"—I don't intend to pay; you'll have to fight for it.

"—Sorry we got behind; thanks for your patience."

Send Yours Along

Sometimes, on a busy morning, when we are fairly inundated with communications from our friendly readers I feel a kindred sympathy for the buxom Negro mammy who, herding her eleven lively offspring to a baptizing ceremony on a sultry August Sunday, confided to a neighbor, "It's jest too many chillen! Ain't nevah gwine let 'em pile up on me like dis no mo'!"

But somehow we do always manage to get the decks cleared—and to give each correspondent a personal word of counsel or commendation. And we're glad to get the letters! Make no mistake about that. So, send yours along—now.

EMERYVILLE, CALIF.—Marchant Valve Corporation will introduce nationally, shortly after July 1, a newly patented and designed faucet and valve for home and industrial use. Brass is the basic material with chromium plating. R. H. Marchant, founder of the Marchant Calculating Machine Company, is chairman of the board and general manager; A. H. Marchant, president.

Significant Trends

As seen by the editors of Sales Management for the week ending May 23, 1931:

• • • Cold weather retarded retail business last week. The more seasonable temperatures of this week had a stimulating effect, especially in wearing apparel lines.

• • • James A. Farrell, president of United States Steel, adds his voice to the growing chorus of those who note a gradual improvement in conditions affecting agriculture, commerce and industry.

• • • J. Henry Schroder, bankers, foreseeing further reduction in retail prices and wages this summer, observe accumulating evidence that this recession will not go beyond the low point reached in February.

• • • Average commodity prices receded only slightly last week, the Irving Fisher index number dropping to 71.8 from 72 the week before.

• • • Steady increase in business for the rest of 1931 was predicted by F. W. Woolworth Company at the annual meeting in Watertown this week. The prediction was based on increasing weekly sales during the last four months.

• • • Industrial employment in April as compared with March gained 0.2 of 1 per cent and payrolls lost 1.5 per cent, according to the Department of Labor. This estimate is based on returns from 45,225 establishments with 4,705,470 employees and a weekly payroll of \$115,715,549. In the factories both employment and payrolls fell, 0.4 of 1 per cent and 1.6 per cent, respectively. The employment decline was slightly less than seasonal.

• • • Eleven Chevrolet manufacturing plants are now operating six days and five nights a week and nine assembling plants are on a five-and-a-half-day basis. For 36,000 workers the average is fifty hours a week.

• • • The United States Supreme Court decision this week sustaining the Indiana anti-chain law is the first of its kind since state legislatures began to enact measures in behalf of independent dealers.

• • • The decision does not consider the justness of the tax or the public policy involved. Like most Supreme Court findings, it turns on a single narrow point, namely, that the singling out of the chains for special taxation does not violate the constitutional provision that everyone similarly circumstanced will be treated alike. The court merely holds that the differences among independents, chains and department stores are sufficient to justify the classification for taxation purposes. The dissenting opinion implies that the decision has a broader scope.

• • • Coca Cola, on \$7,838,527 gross receipts in the March quarter, earned \$2,902,801, compared with \$2,849,156 earned last year on \$8,370,589.

• • • Coty earned \$315,405 (twenty and a half cents a share) in the first quarter against \$918,243 (sixty-one cents a share) in the same period of 1930.

• • • Colgate-Palmolive-Peet has taken over, for \$3,000,000 cash, Omega Chemical, New York, with branches in England and France.

• • • The daily average output of pig iron in April was 67,317 tons compared with 65,553 tons in March.

• • • Gillette Safety Razor began suit last week against United Cigar Stores for \$10,000,000 based on the allegation that a contract between the companies grew out of an overstatement by the defendant company of its ability to sell plaintiff's goods. The issue raised has far-reaching implications.

• • • The first gun in the renewed cigarette retail price war was fired by Kroger Grocery & Baking last week with a cut in the Cincinnati territory to thirteen cents a package, two for twenty-five cents. The former price, established a fortnight ago, was fourteen cents a package, two for twenty-seven cents. Schulte and United Cigar Stores followed suit in all their stores this week.

• • • Complete returns on chain store sales in April show a gain of 8.86 per cent over March, in spite of the early Easter this year. Compared with sales in April, 1930, the chains lost 1.87 per cent and the mail order houses 9.74 per cent. Allowing for price differences, the chain store returns indicate a very large gain in quantity volume.

• • • A million properly trained salesmen could be used by business concerns in this country if they could be found, according to a statement by the chief of the Federal division of commercial education. He bases his estimate on applications for such men received by the Board of Vocational Training. An editorial note on this subject will be found on page 330.

• • • The prices of grocery commodities handled by wholesalers have declined more than most commodities but should become stabilized by the middle of this year, according to a statement issued this week by Dr. Lewis H. Haney, whose index, kept for ten years, is generally used by grocery jobbers.

• • • Exports in April were valued at \$217,000,000 and imports at \$187,000,000. Compared with March the declines were 8 per cent and 11 per cent respectively; compared with last year the losses were 34.6 and 40 per cent.

• • • Trading in wool futures began this week on the newly inaugurated Wool Top Future Exchange in New York. There are only two other wool exchanges in the world, one in Antwerp and the other in Roubaix-Tourcoing, France, which provide hedging facilities for Australian and South African wools.

• • • Steel output sagged further this week to 44 per cent of capacity, 3 per cent less than the week before.

• • • Freight loadings went off sharply in the week ended May 9, the total being 747,449 cars—27,842 less than the week before and 19.8 per cent below the number in the same week of 1930.

Are You Trying to Fight Cut Prices with Cut Prices?

AS manufacturers of a varied and complete line wherein certain items enjoy a wider and more popular sale than others, we were continually harassed by the competition of those who specialized in making only the most popular sellers on a price basis. This cut-price competition grew even more pernicious during the last year and made it necessary for us to find some way for meeting this competition in order to protect our trade and volume. The easiest and most obvious thing to do was to cut prices, and while we tried it, the other fellows retaliated by going still lower.

This could not go on. We had to protect our trade and yet by the widest stretch of the imagination we could not follow the tactics of the price-cutters. Some plan had to be devised to meet the situation, either to lift the product out of the competitive field or overcome the sales resistance of the buyer.

Various plans were suggested and discarded either as too involved, too impractical or too expensive. We had to have a simple, flexible, inexpensive plan that would lend itself to quick and easy adaptation and involve no special or costly preparations. But our own field offered no ready solution so we began looking elsewhere for some plan or method that could be adapted to our need.

Then the ensemble idea used so successful in the women's apparel field and the combination-package idea used in the cosmetic and other allied fields suggested themselves. This in turn led to a consideration of closely related items and while we were not manufacturing such items at that time we began to investigate the possibilities. We wanted to determine the frequency of demand for such related items, what they were and how many were used with each job, what the extra expenditures went for and how they were supplied. We also wanted to ascertain the cost of manufacture, the rate of turnover, the increased cost to the buyer, the advantages and disadvantages of a unit package, the sales appeal and the sales resistance. And as a result of this investigation we

This automobile parts manufacturer tried the old game of matching price cuts with competitors until he saw the futility of such a policy. Then he went out and found one live new sales idea which quickly lifted his business above the cut-throat melee and restored profits. The plan used is described here.

BY MAXWELL S. CAGAN

The Accurate Parts Manufacturing Company, Cleveland

evolved a unit-package, so aptly called, the Accurate "Clutch Renewal" Carton.

This merchandising plan as we finally worked it out was simple and inexpensive. The regular carton used for stocking and selling the competitive product was transformed with the aid of an ingeniously designed fibre-board filler into a display unit, holding within specially die-cut openings the four most closely related parts used most frequently on a repair job.

Then a small modest campaign was prepared. One-eighth and one-quarter pages were used in the trade papers. Reprints of these were made to serve as envelope enclosures. A newsy and interesting reader-notice was made up, sent to all the allied publications and used by practically every one of them. A supplementary catalog sheet was printed and this together with the envelope enclosures and a pen-signed personalized letter was mailed to every customer and prospect on our list.

Special letters and samples of the carton went forward to our own men and the advantages of the new merchandising plan were carefully and forcefully emphasized. We asked them to carry the sample along with them and show it at every call. A rubber stamp was used on all outgoing mail calling attention to the new merchandising unit and urging trial orders. Thus within a week orders for the Clutch Renewal Carton started coming in and they are still coming.

Our original order called for 1,000 labels and 100 assembled units. The next order called for 500 units. Within two weeks 2,500 additional

labels were printed. At that time we began to investigate the possibility for producing the component parts for the assembly in our own plant. Four weeks later 5,000 more labels were printed, a production order was going through the plant and the Clutch Renewal Carton became an accepted fast moving number in our line. It was incorporated in our regular catalog, and today hardly an order comes in requisitioning that line without it calling for a quantity of Clutch Renewals.

This ready acceptance of the Clutch Renewal Carton can be attributed to three distinct reasons or viewpoints:

First. It appealed to the jobber. It gave his men who were continually "harping" on the price differential something else, both new and different, to talk about. It saved him time waiting on customers, who are usually impatient, because instead of having to look for and identify five separate items, check the prices, package them, itemize them, figure the discount, etc., he reaches for *one* box and sells it as a unit. It helped materially to increase the unit of each sale, because each transaction would be handled as a unit, and not as so many different items with the ever-present possibility that the waiting customer might say that he doesn't want this, that, or the other thing. The unit carton was no longer something similar to what someone else could sell at a lower price, and thus the price argument was no longer the chief obstacle. Thus it combined a greater unit of sale, ease of handling, freedom from competitive underselling and consequently a better profit.



A simple, inexpensive plan for selling a combination of automobile parts in a unit package found a cordial reception on the part of dealers and jobbers.

Second. It gave our own salesmen a new avenue of approach not only with established customers but also with prospective accounts. It gave them the opportunity to stress the very advantages which were inherent in this merchandising plan and enabled them to prove by actual comparison that the seller with just a little sales effort could practically double his volume of sales and profits on that item.

Third. It gave the dealer all the necessary parts for doing a good job in one purchase and in one unit carton. It saved him time working on a job, eliminated the need of looking or "chasing" for this or that missing part, thereby speeding up his work and enabling him to do a better job in less time. It assured his customers a more thorough and satisfactory job and at the same time enabled him to make a better profit while building a reputation for dependable work.

At the same time the Clutch Re-

newal Carton with its component parts opened a new field for us in the sale of merchandise not handled heretofore. It met the cut-price situation most successfully. It brought us orders and favorable comments not only from established accounts but also from many of those prospective customers whom we have been trying to interest for some time past.

The Clutch Renewal Carton was introduced primarily to combat a cut-price situation, but the sound merchandising plan back of it made it a valuable sales builder in the midst of the depression and in spite of lower competitive prices.

Today the Clutch Renewal Carton is an accepted good seller, called for by name, sold as a unit, and carried as a stock item by jobbers and dealers alike throughout the country. In fact, it is so popular that recently two competitors brought out similar packages.

Again merchandising proves beyond

any doubt that it *can* build sales by making the goods more valuable, more accessible and thereby more desirable.

I shall be glad to give more details about this effective merchandising plan, that solved a vexing problem for us, to anyone interested.

Nickels, Dimes Again Become the Prevalent Media of Exchange

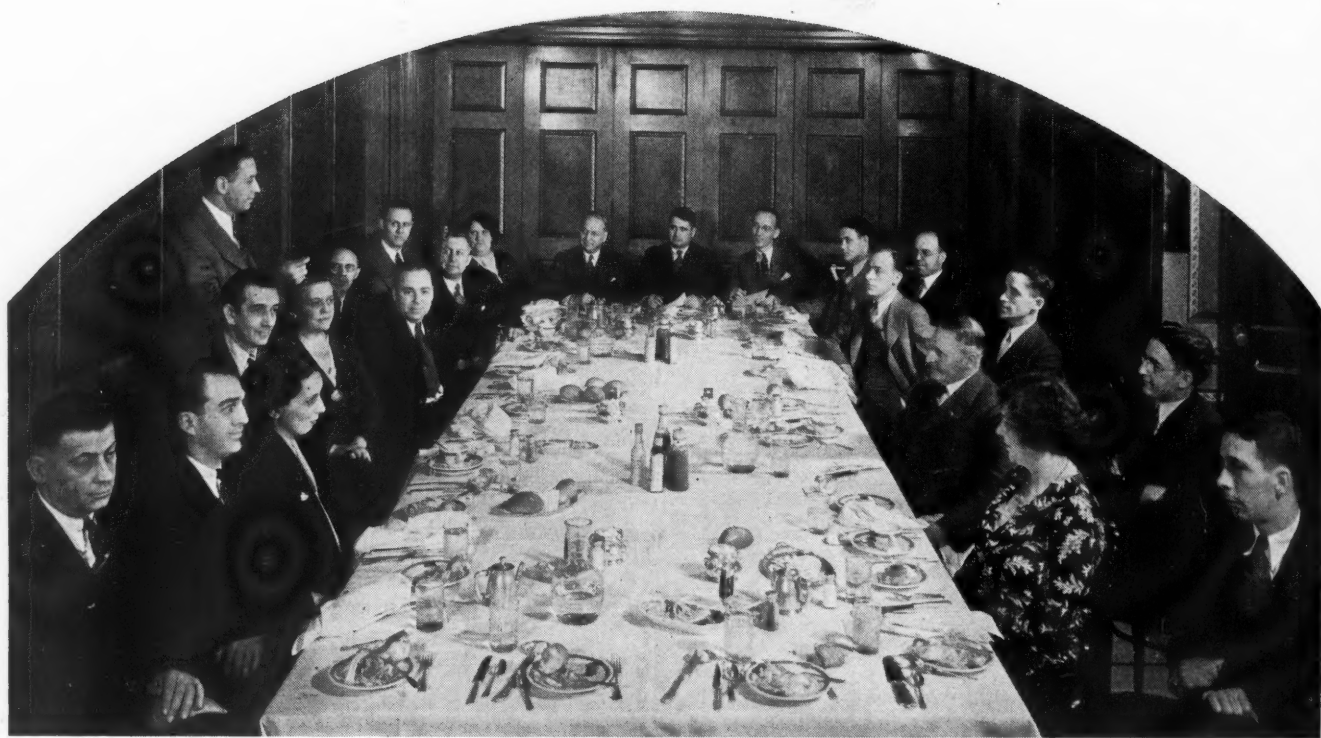
NEW YORK—Nickels and dimes are again the most popular media of exchange, an analysis of chain store sales in various fields by E. A. Pierce & Company and Merrill, Lynch & Company, New York financial houses, showed this week. The lower-priced "variety" stores were the only groups to report an aggregate increase in sales in both April and for the first four months of 1931 over the same periods of last year.

The variety chains (five-and-tens and up to one dollar) gained 0.9 per cent in April and 1.3 per cent for the four months, as compared with a decrease of 2.1 per cent in April and 4.2 per cent for the four months by the grocery chains, a decrease of 7.4 per cent in April and 5.9 per cent in the four months by apparel and department chains. Other groups of chains whose sales volumes have been smaller this year than last are the shoe, restaurant and "miscellaneous." Mail order sales fell 9 per cent in April and 11.2 per cent for the four months' period. Drug chains, on the other hand, gained 8.7 per cent in April and 4.0 per cent in the four months.

Among the larger grocery chains listed the only one to show an increase was H. C. Bohack & Company of Brooklyn, with percentages of 12.1 per cent and 15.7 over 1930. Nine of the twelve large variety chains analyzed by the Pierce company reported gains for April and the four-months period.

CHICAGO—Ten-cent bags of popcorn, peanuts and potato chips have generally been reduced to five cents in the Chicago district—the few exceptions, in popcorn, usually offering a rubber balloon or some other incentive to retain the price.

News venders, too, say that the "top" for magazines today is the quarter. Shines which in the heyday of the stock market rise were 15 cents are now 10 cents, and in some places the pre-war level of a nickel has been re-established. Half-soles are on a cut-rate basis and quality, very often, has gone off with the price.



"Our sales meetings . . . become more and more helpful," says Vice-president Fleming.

Story Swapping Contests Liven Conover Sales Meetings

HOLDING "experience meetings" of, by and for our sales workers, as the first and most important part of our periodical sales meetings, has literally done wonders for them individually and for our sales organization as a whole. We have been holding such meetings for nearly three years now. You might think they would diminish in effectiveness, but instead they have become more and more helpful.

Several types of salesmen and saleswomen make up each group of participants giving experiences at these meetings: (1) Men and women resale workers assigned to store floor work and field work with electric light companies, department stores and other electrical outlets in selected metropolitan territories; (2) Factory representatives assisting the salesmen of electrical dealers not on a resale basis; and (3) Sink model salesmen selling only to plumbing supply wholesalers but doing sales promotion work for them with plumbing contractors, architects, builders and home owners.

The idea is to get all of the sales workers of a given district together and have each relate his or her most helpful experience on any phase of

selling since the previous meeting. To encourage them to select their most helpful experiences and to tell them most effectively, and also to encourage them between meetings to keep in mind the comparative merits of their experiences from day to day, we make each experience meeting a contest. We award modest cash prizes.

The meetings in the Chicago district are held once each month. Those in each of the several other districts are held never less often than once in two months. In rare cases when we have been unable to arrange experience meetings, the disappointment of the sales workers has been very keen. So now we make it a point not to pass them up.

They are usually held in the evening, in a private dining room of a hotel or at a restaurant. The district manager presides, and the other executives present take part in the dual role of guests and judges of the contest. The judges usually are the general manager or the sales manager, the district manager, the assistant district manager, if there is one, and any executives from the home office; and also any executives' wives who may be present.

The experience-telling is the first

subject in the order of business at these meetings after dinner. Each sales worker present is called on to relate the story of some recent personal experience in some phase of selling our product. To make the order in which they give their experiences impartial, we put the names in a hat, shake them up, then draw one at a time.

The speakers are urged to be brief and to the point, and in each case to bring out the moral of the story. We used to allow them all the time that they felt was necessary to relate their experiences fully, but as the meetings have developed, we have come to regard five minutes as long enough to relate a single experience effectively. No one is permitted to tell more than one sales experience at any one meeting.

The contestants are judged on the basis of 75 per cent for the substance of the experience—its probable helpfulness to their fellow sales workers—and only 25 per cent for the manner of telling it. I have made it a point to have this feature re-emphasized at each meeting. You might think that, since selling is telling, these percentages should be reversed, but what we want to bring out chiefly—and do get

—is the cumulative effect of helpful experiences.

At the conclusion of the experiences, which usually take from two-thirds to three-fourths of the entire meeting, there is a recess. The judges retire and each goes off into a corner and grades the best five of the contestants on the basis of five points for the one he considered best, four for the second best, and so on down to one point for the fifth best. The grades for each contestant are then totaled, and the one having the highest total in points is given the prize. Almost without exception the one who wins first place has been chosen as first or second best by all of the judges, and everyone is satisfied with the decision.

Contestants may recite any recent, actual experience in some aspect of selling our product, and they are cautioned to avoid sacrificing helpfulness merely to give an unusual or interesting tale. Of course, any experience seems most vital when it results in a sale, but some very good experiences have been lessons learned on sales lost. Furthermore, the emphasis among our sales workers naturally falls on some one of the four steps in making the sale: Getting the lead, booking the home demonstration, making the demonstration or re-demonstration and closing the sale. Their commissions are based on these parts of the sale, too. Hence they always have them well in mind.

Examples of Resourcefulness

We have a standardized demonstration, but due to the fact that we employ only experienced sales workers, and particularly to the fact that success in selling a specialty such as the electric dishwasher for the home depends in large measure on the resourcefulness of the sales worker, we do not insist that they follow it exactly in every case.

Most of the experiences, therefore, are examples of resourcefulness, persistence, initiative and good common sense. These are of infinite variety, however; thus the meetings are never dull.

For example, one woman was anxious to have a Conover but her husband would not consider it at all. One of our resalewomen and the housewife got their heads together and agreed that they would try to get the husband to use the machine. This was brought about more readily than it might otherwise have been done because, shortly afterward, the woman unfortunately became ill and her husband had to wash the dishes. Coincidentally, a Conover portable demon-

strator was delivered to the home, and one evening when the saleswoman dropped in there she had the good fortune to find him using it. He was rather embarrassed, but she did not undertake to use any high-pressure methods on him and he soon recovered enough to volunteer the statement that he really hadn't suspected that washing dishes by hand was such an onerous task, and that he had not known that there was an electric dishwasher which would do the job so well. Of course he was practically sold right then, but the saleswoman, exercising admirable restraint, just let the idea sink in, let him use the machine a few days more, and at a later call all she had to do was to arrange the terms as prescribed by her resale dealer and ask the man to sign on the dotted line.

BY HERBERT E. FLEMING

*Vice-president and General Manager,
The Conover Company, Chicago*

When salesman meets salesman in the Conover Company experience meetings they trade ideas and plans and methods and go back to their territories with renewed enthusiasm and increased selling efficiency. Here's an idea perhaps you can use.

In another case our resaleman working for an electric light company noticed a pair of rubber gloves on the kitchen sink and promptly guessed that the prospect was proud of her hands. Of course the proper point to emphasize in that case was that putting one's hands in warm, greasy dishwater is objectionable and injurious, and that made the sale.

In still another case, a man in whose home there was a great stack of dirty dishes on hand ordered a Conover sent out "in fun," but he bought it after the resaleman had patiently washed six loads of dirty dishes for him and the prospect's wife and neighbors had joined the salesman in emphasizing the excellent quality of the work and the many advantages of owning such a machine.

In many cases an apparently hopeless sale has finally been made as a result of leaving a piece of literature with the prospect. The principal reason for this is that the prospect is on the defensive when in the presence of a salesman, whereas he feels at ease and perfectly safe when just glancing over a folder. He becomes interested,

learns the essential facts about the product and decides, after all, that perhaps he should see it demonstrated.

Then, of course, there are many examples of overcoming the usual alibis or excuses, such as "Can't afford it," "Price is too high," "Have been getting along all right without it," "Doubt whether it will wash dishes thoroughly," "Fear it will break dishes," and so on.

In general, the examples are by no means spectacular, nor are the meetings intended to serve primarily as a sales training school, although they do that to a considerable extent. They are just what we call them—"experience meetings."

Our meetings have undoubtedly done more than any other one thing to strengthen the morale of the sales organization. It is stimulating and encouraging to hear one after another stand up and relate some interesting experience that resulted in a lead, the booking of a home demonstration or the closing of a sale; and the very fact that a salesman gets up before others and "testifies" makes him feel a greater sense of responsibility and obligation to fight for the cause.

Value of Meetings

It is also splendid sales training, for three reasons: First, because it makes the salesman analyze every sale to find what actually made the sale; second, because it keeps him ever mindful of the details of the sales plan; and, third, because each profits by listening to the experiences of others.

Another helpful feature is the training in self-expression. Sales workers must be able to talk well to individual prospects and sometimes it is necessary or desirable for them to talk before a gathering of people. When we first began holding such meetings, many of our sales workers were shy and embarrassed when they were asked to get up and talk to a number of their co-workers and our executives. Now that has all worn off, and some who were the most timorous at first are today among the best talkers.

Finally, this plan removes the objection to attending sales meetings. We do not favor so-called "pep" meetings, but we do recognize the duty and privilege of the general executives and sales executives to give renewed inspiration on the basis of facts about our product, about conditions and about our sales experiences. Furthermore, some one of us is in position to point out the big generalization out of the experiences of a given meeting, and usually there is some one outstanding general lesson for us all.



Tip-Top Salesmen I Have Met

Cartoons for the series by Emidio Angelo

I HAVE heard much about the silent close in which the salesman just sits tight with his eyes on the prospect, waiting him out. According to the formula, the prospect is supposed to come out of his brown study and say: "All right, I'll take it." In my experience it has seldom worked that way. And when it has, it is my belief that the sale was "in the bag" regardless of tactics. At any time, when a prospect of mine, right at the close when all should be action,

Parts I and II of this article appeared in SALES MANAGEMENT for May 9 and May 16, 1931. Another will be printed next week.

has gone into deep thought and acquired a far-away look in his eyes, it has always gone against me. In my opinion then, the thing to do is to break it up. Evidently Kleckner thought so too. He broke it up with nothing more brilliant than a "Well, what do you think?" spoken with a bright smile, a rubbing of hands and an enthusiasm obviously forced. He was worried.

I blurted out what was on my mind. "Kleckner, I don't like that car. It's a pee wee. That big car of yours is different."

I don't think I ever heard a man talk so fast. I can't remember all he

said. The part I got was: "That's just what I've been trying to work up nerve to tell you. I don't like to see you buy that car. Your desire to go cheap on a car is purely psychological. You can afford the big one just as well as you can the small one. You buy that small car and you'll be trading it in within a year and you'll lose your depreciation, tax and everything. And, what is worse, you'll never be satisfied with it while you're running it. Get that big one and you have a three- or four-year car that you'll be proud of every minute. Come on. Your mind is all made up. Let's get it over with." And he signed me up

for that big car on the fender of the small one he brought down to show me.

"There is some more writing to do on this," he said. "Let's go up to your desk." He romped into the building and I after him. I realized then that the contract I had just signed did not mean anything until the details of what I had bought were filled in, but the psychological jump had been taken. It was all settled. I wonder if you will understand that mental attitude. I am sure, yes, from your own personal experience.

The moment he got to my desk, Kleckner said: "I have a lot of writing to do and I'm going to keep you writing too. I want two checks: one for nineteen fifty for your license plates and the other for two hundred and fifty as a deposit. Have you your check book handy?" He half rose from his chair, and, with both hands on the desk, looked expectantly about. I dutifully produced my check book from the drawer and we both wrote busily.

Let me digress here to say that question, "Have you your check book handy," paid for the car. I have always used it since and have taught countless salesmen to use it. It is just the touch needed—a suggested action—to overcome or avoid the inertia likely to come at the close of a sale. It continues the action toward a successful consummation of the sale. It strongly suggests a positive action, bring out the check book. It is rather difficult to resist when the sale has proceeded to a point where it is the logical thing to do. And it would be rather ridiculous to bring out a check book and then not do something with it.

In a quite learned treatise on salesmanship, written by rather an eminent college professor, I read recently a statement to the effect that closing tactics had no place in selling; a man knew whether he wanted a thing or not and if he wanted it, would say so; and that if he did not say so, to sell him something he did not want was uneconomic. I will now join those of my readers who are experienced specialty salesmen in a long and hearty laugh and then I will venture a guess. The author of that book never sold goods—or, at least, never had to make his living at it.

The salesman who expects closing tactics to get the signature of a man who has not already been sold—who isn't convinced that he wants what the salesman has offered him—is just expecting too much. The point is that even the most able salesman occasionally loses a sale though he has carried

absolute conviction to the prospect's mind; and the poor salesman starves while leaving behind him a veritable trail of those he has sold mentally and who needed just the merest push to get them into action, to give expression to the mental purchase they had already made.

Well, to get back. After awhile we bethought ourselves of my wife whom we had left on the street poking her head into a strange car, and who must have wondered where we had gone. We found her standing beside Kleckner's car. She was rather surprised to learn that we already owned a big model. Kleckner drove her back home and I walked back into the building. The action had been even faster than it seems in the telling and I was in something of a daze. I met one of my salesmen in the hall. "Gosh!" I remarked, "I just bought one of those big new Studebakers and the salesman put it over on me awful fast."

"Yes?" said he, "How do they ride?" I looked at him. I know I must have appeared dumb, gaping, foolish. I had never ridden in one! I never did ride in one until the car I had bought was delivered at my door!

All of which is a fine commentary on the automobile salesman who believes that a prospective purchaser must be given his head and allowed to look at about every car in a price class before he will be ready to buy. If that were so and I were selling auto-

for only at long intervals; and which are sold, never bought, at least in sufficient volume to take care of the overhead and yield the salesman a living.

I had an endowment policy for \$1,000 which I had taken out when I was eighteen years of age. My condition having materially changed ten years later, I wrote the company to ask if there were any way in which I could make the premium buy more protection. The assistant manager of the office through which I had originally taken the policy called and, in response to my questions, quickly convinced me that I could not, with advantage, disturb that policy. "Well then," I said, "I want \$10,000 of term insurance." Any one in the insurance business will know how rare a "please gimme" of that kind is. He made out the application and I signed it. And then—the first bit of selling he had to do—he said: "Now, Mr. Comyns, do you —er want to give me —er the first —er premium —er now?" I had had no other intention. I expected to do that as a matter of course. But no one likes to part with money one moment before he has to.

"What else can I do?" I asked.

"Well, —er," he replied, "you —er could, of course, pay the —er premium when the policy is delivered."

"I'll do that," I said.

"That is —er perfectly all right, of course, but —er if, by chance, you did not take the policy, there would be a —er medical examination fee of \$3.00." In other words, you may think that you have definitely committed yourself to something here, Mr. Comyns, but you really haven't. You can back out any time before you actually pay the premium merely by paying \$3.00. Never a word about the fact that in the one instance I should be covered by insurance immediately, and in the other, not until the policy had been delivered and the premium paid. I did not know that at the time. If I had, I would have insisted on his taking my money right then and there. If I were asked to diagnose that man's attitude, I should say that the advantage to him in the shape of commission loomed so large in his mind that he lost sight of the advantage to me, a not uncommon fault which robs salesmen of their strength.

That man knew perfectly well how he should have handled that situation. He knew what he ought to have said. He simply lacked the courage to do things that way. He should have said: "Now, Mr. Comyns, if you will give me your check for the first semi-annual premium, I will pin it right to this application—\$68.72. Make the

Part III of an article in six parts

BY RAMOND J. COMYNS

*Former Director of Sales Training,
Alexander Hamilton Institute,
New York*

mobiles, I should always want to get them last. But because the person who starts out to look at automobiles is car hungry and ripe to be sold by the first good salesman who gets hold of him, I would want to get them first. All who got away from me the other boys would be welcome to. And, while it happens to have been automobiles I have been talking about, that goes for electric refrigerators, washing machines and other household appliances, suburban residences and a host of other things which run into sizable money and therefore assume importance in the purchaser's mind; and which the purchaser is in the market

check payable to the order of the company, please."

There we have a simple and clear illustration of a fundamental principle in selling. The salesman should handle every situation within the sale in a manner to make it easy, natural, logical for the prospect to do that which the salesman wants him to do; just a little difficult, illogical to resist. That is not only true of the close—though it is especially important there.

It applies at every step of the sale. This is the principle by which the salesman lends dynamic force to the entire selling process—keeps the sale moving in the right direction.

Even though I had demurred, that man could easily have retrieved the situation by saying: "Mr. Comyns, only on very rare occasions do I ever turn in an application without the applicant's check attached as evidence of

(Continued on page 332)

Airplane Ad to Farmers Pulls 476 Inquiries

WHAT is said to be the first airplane advertisement ever aimed directly at the farm market was published by the Buhl Aircraft Company, Marysville, Michigan, in the April issue of *Capper's Farmer* and immediate returns have been astonishing.

By May 1 a total of 476 inquiries had been received at the offices of the company and others were still trickling in, according to F. E. Breen, sales manager. It seems likely also that this surprisingly favorable response had considerable influence on a number of dealers who have applied for a franchise during the same period.

The advertisement was four and five-eighths by six inches in size and featured the Buhl "Flying Bull Pup" plane at \$1,250.

Part of the first paragraph read: "This sturdy, stable, easy-to-fly plane is perfectly adapted to large farm utility use. It may be stored in a tool shed or barn. The wings are quickly detachable for storage or towing—gas consumption 2.6 gallons per hour."

Executives of Buhl Aircraft Company had it all figured out that the young people of rural communities are the most logical prospects for inexpensive airplanes, Mr. Breen said, but even they were astonished at the interest aroused by this one small advertisement.

"This proves conclusively that airplane dealers who are idling around their big-city showrooms, waiting for wealthy prospects to come in and buy, are neglecting the biggest and most fertile market for inexpensive planes," Mr. Breen said.

"A survey of the industry made recently by the Curtis Publishing Company revealed that children are aviation's greatest potential market and at the same time pointed out that the industry cannot wait for the children to grow up. With upwards of half a billion dollars in invested capital

clamoring for returns, aviation must teach the present generation to fly.

"The Buhl Aircraft Company has been building four-, six-, and eight-place planes ranging in price from \$10,000 to \$20,000. Obviously, it is only the wealthy man who can afford to buy such a plane for his personal use and comparatively few such men will buy such planes for their children. About a year ago we decided that to induce the present generation of young people to fly, a plane of outstanding construction and performance had to be developed to sell for less than \$1,300. It had to be low in first cost and low in operating cost—in other words, it had to compare favorably with the cost of owning and operating an automobile.

"The 'Flying Bull Pup' is our solution of the problem. It sells for only \$1,250 and its operating cost is no more than that of even a small automobile. It consumes less than three gallons of gas an hour and with a cruising speed of seventy-six miles an hour, that means between twenty-five and thirty miles to the gallon of gas.

"But there were other considerations. Even with a plane low in first cost and low in operating cost, if one must rent a hangar at an airport, the cost becomes considerable—and that is just what most owners in the city have to do.

"Large farms are already equipped with ready-made landing fields and with buildings that can be used as hangars. One can set the 'Bull Pup' down in a cow pasture or in the middle of a road. Farm people have more traveling to do, too, and there is more justification for a farmer to buy a plane for his young folk than there is for a man in the city to do so.

"It is also significant that the automobile industry never made very great progress until it produced an inexpensive car and invaded the farm market.

"Finally, registration figures reveal

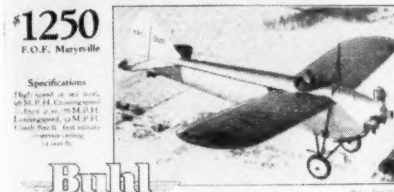
that about 40 per cent of the student permits that are being issued by the Department of Commerce are being issued to young people in rural communities, indicating that interest in aviation is far keener in the country than in the city.

"The 'Flying Bull Pup' is the first of what we expect to be a complete line of all-metal pleasure planes at a moderate price."

The Buhl "Flying Bull Pup" was formally introduced at the National Aircraft Show in Detroit early in April and was largely responsible for its manufacturer's selling approximately 37 per cent of all the planes of all makes that were sold at the show. Buhl dealers and a few individuals ordered 231 of the Pups at the show.

Buhl is now engaged in forming a nation-wide dealer organization. Five factory representatives are covering the country for the purpose of appointing distributors and the dis-

"Flying Bull Pup"



The "Flying Bull Pup" is Buhl's answer to the universal need for a light, sturdy, stable, easy-to-fly plane. This sturdy, stable, easy-to-fly plane is perfectly adapted to large farm utility use. It may be stored in a tool shed or barn. The wings are quickly detachable for storage or towing—gas consumption 2.6 gals. per hour.

This "Flying Bull Pup" is a monoplane with standard monocoque fuselage, powered with a 40-hp. Six-cylinder radial engine. Fuselage is standard with a choice of interchangeable wings offering whatever feature of performance the individual pilot desires. Safety features such as slow landing, wings with non-collapsing and non-squeaking qualities, make the "Flying Bull Pup" safe for anyone to fly. A safe, high performance ship at only \$1,250, one of the greatest reputations in aircraft building behind it.

for Particulars Write Box 878

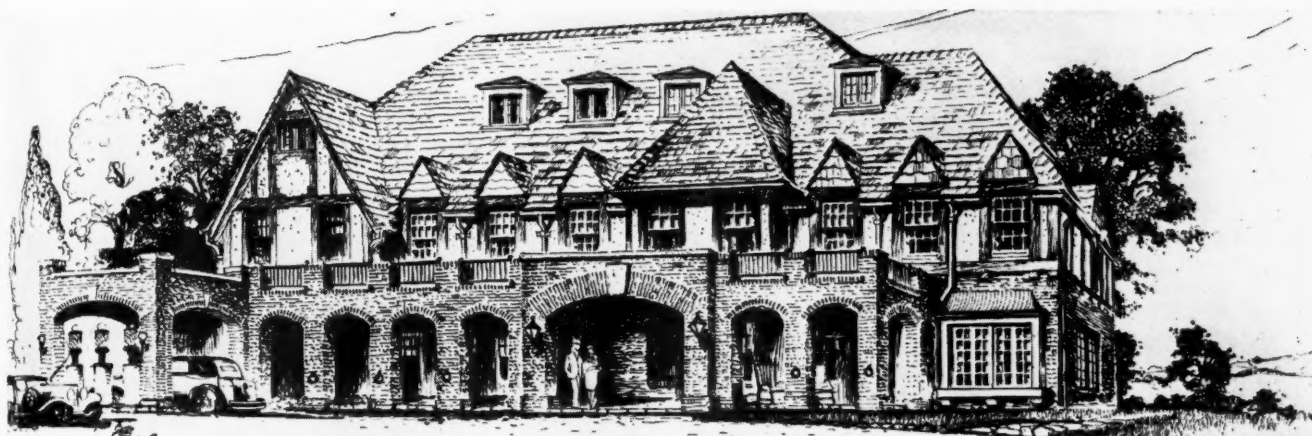
BUHL Aircraft Company MARYSVILLE, MICHIGAN

The farm paper ad which drew nearly five hundred inquiries.

tributors, in turn, appoint dealers. There are at present about twenty distributors and about an equal number of dealers, Mr. Breen said. All have protected territories and inquiries received at the factory are referred to them.

In replying to the inquiries pulled by the farm paper ad referred to, the company sent each inquirer a personal letter and enclosed a folder in the form of a bull pup in which were a description and specifications of the plane, then referred the inquiries to the distributors and dealers.

Mr. Breen said they expect to sell 350 to 500 of the midget planes this year. They will continue to advertise in the farm press and may add some other media.



Wayside inns are returning to American and Canadian highways—1,000 strong—equipped with twenty-four-hour car service, rooms with bath, long distance telephone and other modern necessities.

Standard Oil, Swift, National Dairy to Aid Chain of 1,000 Wayside Inns

BY LESTER B. COLBY

ONE thousand wayside inns for motorists, to be known as Autohavens, are to be built along main motor highways in the United States and Canada by National Autohaven Company, Chicago. Bids for the first 100 units, to be built this year within a radius of 100 miles of Chicago, will be opened May 25. It is planned to have the entire 1,000 in operation by January 1, 1933.

Each Autohaven will represent an expenditure of about \$85,000—approximately \$50,000 for building, \$20,000 for land and \$15,000 for furnishings, A. J. Williams, general manager, told SALES MANAGEMENT. The entire project, therefore, calls for an expenditure of about \$85,000,000.

Centralized buying of materials and supplies, when the project is under way, will be a feature. Standard Oil Company of Indiana will supply all oils and gas, Swift & Company meat, National Dairy Products Corporation butter, milk and other dairy products, and John Sexton & Company, Chicago, groceries.

A contract has been entered into with the Western Union for wire service to each inn in the United States and Canada and, eventually, Mexico. Marshall Field & Company has just been awarded a contract totaling \$1,500,000 to equip the first 100 units.

All will be identical, Normandy style, with twenty-one bedrooms, eight with private baths. Each inn will have a dining room seating forty-two persons, a light-lunch room and soda fountain

with chairs for fifteen patrons and a kitchen.

In the lobby will be a Western Union station, local and long distance telephone booths, counter for sale of drugs, toilet articles, newspapers, cigars, cigarettes, candies and other needs of the motorist. Rest rooms will adjoin.

An auto-service station in connection will have gasoline pumps, an accessories store and twenty-four-hour facilities for servicing, washing and repairing cars. Accommodations will range from \$1.50 a room for one person to \$3.50 a room for two. Every room will have a wash basin with hot and cold water.

Free shower baths will be available. Standard breakfasts will be twenty-five cents; lunches, fifty cents, and dinners, \$1.00. No tipping will be allowed. Motor cars will have free shelter.

The company will establish commissaries at central points and will make deliveries of supplies daily by motor truck. Sites selected will usually be just outside of the city served, on the main motor highway and on the right-hand side of the road leading into the city. Where hotel facilities are lacking in cities or towns, Autohavens will supply the need.

It will be the policy of the company to let building contracts to local builders who will buy their materials locally, using local labor in construction, Mr. Williams continued. Local

men will be secured as managers and will take up their duties after proper training. Three managers, one for each of three departments, will be employed.

Each manager will be largely a co-partner. The parent company will take a set amount of the profits each year, the managers retaining the rest. Managers thus set up in business, however, will be under strict control and discipline at all times and will be required to maintain prices, standards and service as outlined by the parent organization.

No site will be less than 150 by 150 feet, although, where available, it may be up to five acres. The first Autohaven will be completed early this summer at Crete, Illinois.

Furnishings will follow the style used in pioneer wayside inns.

A feature of the policy will be a credit service to larger companies employing salesmen. The men will carry credit cards and the bills will be sent to the employing companies. Already, Mr. Williams said, more than fifty concerns have made inquiries.

Another service will be a call system. Companies seeking immediate contact with an employee need merely notify the National Autohaven's headquarters and the call will be posted on bulletin boards in all autohavens in the territory the man is working.

National Autohaven Company is privately owned.

Population Studies of Principal Markets and Their Tributary Areas

The outline of tributary areas, as shown by map and text, is advanced only as a rough approximation (keeping to county lines) of the trading area of each major market. Audit Bureau of Circulations statements were consulted for the definition of "carrier limits," "trading radius" and "eight largest cities within trading radius." See notes for sources of additional material on each market.

Number Twenty-four: **Portland**

(A.B.C. Trading Radius: 40 Miles—The circle indicates distance only; not exact boundaries of trading area)



Lamont, Corliss & Company, of New York, is one of the many companies that are furnishing reproductions of these population studies to salesmen in the field to give the men more accurate pictures of their markets and locations of their prospects. Are you using these data to aid your men in the more intelligent working of their territories?

THE Portland area is another of the more-than-150,000 markets that showed a vigorous growth during the past decade, with a marked trend toward suburban residence. Municipal Portland kept pace with the nation, showing a growth of approximately 16 per cent. But Multnomah County other than Portland more than doubled its population in the same period of time. The rate of increase was 106.8 per cent.

The eight largest cities within the trading area (A. B. C.) jumped 81.2 per cent in population, while four other cities over 1,500 in population gained 72.6 per cent. The group of counties analyzed here showed a gain of 22.8 per cent as a group.

Market information about the Portland area may be obtained from: *Portland News*, *Oregonian*, *Oregon Journal* and *Telegram*.

Figures presented on total and per capita spendable money income as tabulated are taken from an original statistical study made by SALES MANAGEMENT and presented, complete, in the annual reference number of this magazine issued September 27, 1930. For a full explanation of the method through which those figures were evolved, see pages 9, 10 and 11 of that issue. The figures on per capita spendable income as tabulated in this series of studies do not agree in all cases with the figures printed in the reference issue, since they have been corrected to correspond with the final 1930 population figures as compiled by the Bureau of Census. At the time the reference issue was printed only approximate figures were available.

Previous studies in this series covered New York City (January 31, 1931); Chicago (February 7); Philadelphia (February 14); Detroit (February 21); Los Angeles (February 28); Cleveland (March 7); St. Louis and Baltimore (March 14); Boston (March 21); Pittsburgh and San Francisco (March 28); Milwaukee and Buffalo (April 4); Washington and Minneapolis-St. Paul (April 18); New Orleans and Cincinnati (April 25); Newark and Kansas City (May 2); Seattle and Indianapolis (May 9); Rochester and Louisville (May 16). Cities are being presented in the order of municipal population, beginning with the largest.

An Analysis of 1930 Population Figures for Portland and Surrounding Territory Compared with 1920

The tabulations and analysis presented in this series are original with SALES MANAGEMENT and are copyrighted. Reproduction, except by permission, is forbidden.

Cities	Miles from Portland	Population 1920	Population 1930	Per Cent Gain or Loss	Counties	Population 1920	Population 1930	Per Cent Gain or Loss	All Spendable Money Income, 1929 (000 omitted)	Per Capita Spendable Income
Portland		258,288	301,815	15.5	Multnomah	275,898	338,241	22.6	\$355,519	\$1,051
** Forest Grove	27.1	1,915	1,859	-2.9	Washington	26,376	30,275	14.8	20,099	664
** Hillsboro	21.0	2,468	3,039	23.2	"	See above				
** St. Helens	27.5	2,220	3,994	79.7	Columbia	13,960	20,047	43.6	9,992	498
** Oregon City	14.0	5,686	5,761	13.2	Clackamas	37,698	46,205	22.6	25,107	543
** Oswego		1,818	1,285	-29.4	"	See above				
** Canby	24.0	852	744	-14.5	"	See above				
** Vancouver, Wash.	9.0	12,637	15,766	24.8	Clark	32,805	40,316	20.3	22,367	555
** Camas, Wash.	24.4	1,843	4,239	130.0	"	See above				
*** Gresham	17.0	1,103	1,635	48.4	Multnomah	See above				
*** Milwaukie	6.4	1,172	1,767	50.7	Clackamas	See above				
*** West Linn		1,628	1,956	20.1	"	See above				
***					Marion	47,187	60,541	28.3	34,519	569
***					Yamhill	20,529	22,036	7.3	14,483	657
TOTAL FOR AREA						454,453	557,661	22.7	\$480,086	\$861

** Eight largest cities outside carrier limits but within trading radius (A. B. C.).

*** Other cities and/or counties over 1,500 within A. B. C. trading radius.

"Miles from Portland" figures are from the Official Guide of the Railways and, in a few instances, automobile road maps.

Number Twenty-five: Houston

(A.B.C. Trading Radius: 27 Miles—The circle indicates distance only; not exact boundaries of trading area)

HOUSTON ran Los Angeles a close second in running up a record in increase of municipal population between 1920 and 1930. Los Angeles increased 114.7, and Houston's record was 111.4 per cent. Harris County other than Houston gained 38.4 per cent—a trend which represents the exception rather than the rule throughout the big markets.

The Houston market is one of a number of major Southern markets which merit special study by the sales executive because of their unusually rapid rate of growth. The four counties analyzed in the accompanying table gained 68.1 per cent during the decade, and these four represent \$388,003,000 in purchasing power.

Market information about the Houston area may be obtained from the *Houston Chronicle, Post-Dispatch* and *Press*.

The tabular analysis of the Houston area appears on the following page.

Lamp Companies to Unite

SALEM, MASS.—Sylvania Products Company and Nilco Lamp Works, Inc., manufacturers of lamp bulbs and radio tubes, will be merged soon with Hygrade Lamp Company here, if stockholders ratify the proposal. Combined sales of the three companies last year was about \$9,000,000. Emporium and Salem make incandescent lamp bulbs under a license from General Electric Company.



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An Analysis of 1930 Population Figures for Houston and Surrounding Territory Compared with 1920

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Cities	Miles from Houston	Population 1920	Population 1930	Per Cent Gain or Loss	Counties	Population 1920	Population 1930	Per Cent Gain or Loss	All Spendable Money Income, 1929 (000 omitted)	Per Capita Spendable Income
Houston		138,276	292,352	111.4	Harris	186,667	359,328	92.5	\$310,029	\$863
* Bellaire	9.0	313	390	24.6	"	See above				
* S. Houston		750	612	-18.4	"	"	"	"		
** Goose Creek	30.0	1,000	5,208	420.8	"	"	"	"		
** Humble	18.0	3,000			"	"	"	"		
** La Porte	27.4	889	1,280	43.9	"	"	"	"		
** Richmond	34.0	1,273	1,432	12.5	Ft. Bend	22,931	29,718	29.6	12,915	435
** Rosenberg	30.0	1,279	1,941	51.8	"	See above				
** Sugarland	26.0	1,985			"	"	"	"		
** Alvin	25.0	1,519	1,511	.5	Brazoria	20,614	23,054	11.8	9,931	431
** League City	14.2	525			Galveston	53,150	64,401	21.2	55,128	856
*** Pasadena	12.0	315	1,647	422.8	Harris	See above				
*** Pelly City			3,452		"	"	"	"		
TOTAL FOR AREA						283,362	476,501	68.1	\$388,003	\$814

* Cities within carrier limits (A. B. C.).

** Eight largest cities outside carrier limits but within trading radius (A. B. C.).

*** Other cities and/or counties over 1,500 within A. B. C. trading radius.

"Miles from Houston" figures are from the Official Guide of the Railways, and, in a few instances, automobile road maps.

Cities Service Adds Accessories and Tires to Hold Up Sales

NEW YORK—Marketing subsidiaries of the Cities Service Company, New York, will handle tires and other automotive equipment in their service stations, "where they believe it will be profitable to do so," Frank LeRoy Blanchard, director of advertising and news of Henry L. Doherty & Company, fiscal agents for Cities Service, announced to SALES MANAGEMENT this week.

"At the present time practically all of our subsidiaries do some marketing of this type of merchandise," Mr. Blanchard said, "but none carried it on very extensively."

The "diversification program" has been brought about by the fact that the industry has been producing more oil and gasoline than it can profitably sell.

"We, like other companies, must meet this condition and must compete with cut-price dealers, many of them selling inferior gasoline at less than the cost of refining. The public in general seems to be in a mood for price rather than quality," he said.

This condition has been reflected both in the necessity to carry other lines of products and in the company's advertising, which this year, Mr. Blanchard pointed out, has an "institutional rather than a merchandising slant. We are striving very largely toward the maintenance of good-will. In the newspapers, for example, we have gone in for more frequent rather

than for large space advertisements."

Cities Service subsidiaries now have men making personal calls on householders and automobile owners in the vicinity of their stations. At the present time the company has about 7,500 owned and controlled stations and 15,000 outlets all told.

Its distribution will probably be extended nationally soon through an affiliation with the Richfield Oil Company of California, in which Cities Service recently acquired a controlling interest.

NEW YORK—Negotiations for a merger of Tide Water Associated Oil Company, Prairie Oil & Gas Company and Prairie Pipe Line Company, with the Sinclair Consolidated Oil Corporation, discontinued last fall owing to failure to agree on terms, have been resumed.

The merger would create a company with nation-wide distribution facilities and with assets of about \$1,100,000,000—exceeded in the American oil industry only by the Standard Oil Company of New Jersey, and equaled only by the proposed merger of Standard Oil Company of New York and Vacuum Oil Company as the General Petroleum Corporation, decision on which is expected to be reached by the Supreme Court at Washington soon. Although assets of Cities Service are now about \$1,200,000,000, a large part of its activities are devoted to the

operation of gas, electric and transportation utilities. If the new Sinclair-Tide Water Associated-Prairie, the Cities Service-Richfield and the Socony-Vacuum mergers are completed there will then be five companies in the oil industry with nation-wide distribution.

The Texas Company achieved it several years ago and Shell Union Oil Company, controlled by the British Royal Dutch-Shell interests, in 1929.

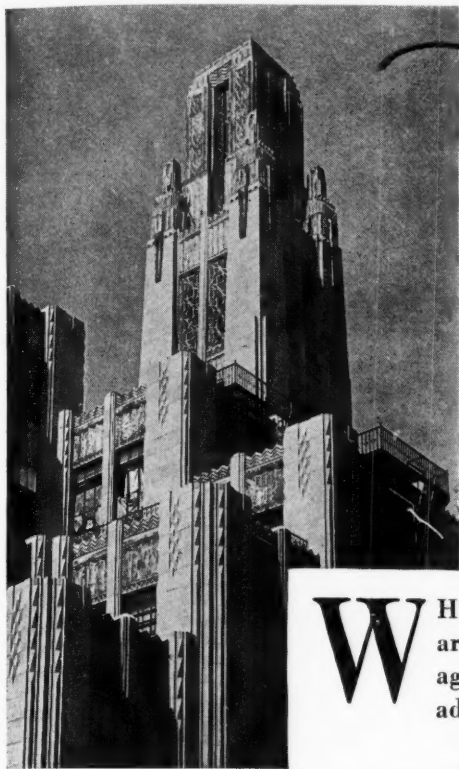
Bok Estate Income Falls; Drops Harvard Awards

CAMBRIDGE—The Harvard Advertising Awards, founded by the late Edward W. Bok and given continuously since 1924, have been permanently discontinued, Dean Wallace B. Donham of the Harvard Graduate School of Business Administration announced this week.

This action came as the result of a resolution of the American Foundation, Inc., Philadelphia, the trust established by Mr. Bok, from which came funds for the administration of the Harvard Awards.

"Path to Prosperity"

The series of articles by Ray Bill commenting on current business problems, which appeared under the heading, "The Path to Prosperity," in the issues of May 9 and 16, will be continued next week.



—The tower of "Bullock's Wilshire"—newest of Los Angeles' big stores.

Why Los Angeles' Big Stores Are Big

... Because Quick to Meet Changing Conditions in a Swiftly-Growing Market

WHEN the 1930 census revealed that Los Angeles' surrounding shopping area had outstripped the city proper—with 1,424,000 inhabitants as against 1,238,000—local department stores were quick to revise their advertising schedules.

Today they no longer give first choice to the afternoon field—which, due to local conditions, is essentially a city field—but to the great, market-wide morning newspaper—the Los Angeles Times.

During the first quarter of 1931 they gave The Times 25,000 more lines than the largest afternoon paper, and 67% more lines than the other two morning papers combined. Compared with the same period a year ago, they cut down the largest afternoon paper by 153,832 lines and increased their Times space by 98,190.

The Federal census amounts to a virtual endorsement of Times' circulation policy. It shows that where 54% of the consumers live outside the central city, a newspaper must be a "market" newspaper rather than a "city" newspaper—and that's what the Los Angeles Times is! 40% of Times' circulation is in Los Angeles' surrounding suburbs, cities and countryside, exceeding that of every other local paper both numerically and in kind.

The Times is "all market" in all respects—news!—outlook!—prestige!—loyalty! From the heart of Los Angeles to the rim of the orange-belt, it furnishes direct house delivery, everywhere esteemed as the great home-owned newspaper of the land.

A newspaper and a circulation built to fit conditions gave The Times, during the first quarter of 1931, a lead over the nearest local paper of 798,560 lines of paid advertising.

Market leadership has never tempted The Times to go to the opposite extreme, and it strictly refrains from seeking circulation in distant states. Keeping "in" a market is as much its policy as covering "all."

Los Angeles Times

Eastern Representative: Williams, Lawrence & Cresmer Co., 360 N. Michigan Blvd., Chicago. 285 Madison Ave., New York. Pacific Coast Representative: R. J. Bidwell Company, 742 Market St., San Francisco. White Henry Stuart Bldg., Seattle.

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special boxes and labels, which can be sold only at a loss in some other part of the country. Of course the buyer did not contract for this merchandise, but the generous manufacturer built up this stock in anticipation, so that this marvelous service might be rendered. One of the hazards of overselling as recorded in the April 25 article reads this way: "It (referring to the policy of overloading) invariably results in the alienation of established outlets and the stunting of new accounts before they have a chance to develop."

Our experience leads us to believe that, on this point, the manufacturer stands between the devil and the deep blue sea. Does he prefer to have his business wrested away by aggressive less-scrupulous competition—or does he prefer to strike for the heaviest order he can get, and run the risks

of losing some business later? If he is reasonably intelligent, perhaps he can win the type of cooperation from his retailer, which will actually move those heavy stocks. But if he undersells, and competition licks him, he has no recourse. That's what I'd call the *hazard of underselling*.

As a matter of fact, it seems to us that the only sound policy is one which lies between the two extremes.

It is not necessary, at any time, to get three months' supply of merchandise on any one man's shelf. Nor, frankly, do I think it sound to go to extremes in "protecting" the retailer to the point where the manufacturer obviously places himself in a position which is strategically bad in the light of competition, and in relation to the course that competition may reasonably be expected to follow.—*A New York Cosmetics Manufacturer.*

dares to cut prices. He has too much to lose. You will find that the well-known firms like General Foods, Corn Products, Procter & Gamble never cut prices within a given area except for a legitimate consideration. While their prices may vary as between Seattle and Chicago, these outfits don't cut prices within the Seattle district or the Chicago district unless a specific consideration warrants the cut. Incidents of apparent price-cutting as related in the SALES MANAGEMENT article frequently happen this way: One wholesaler buys a carload lot and gets the lowest price. Another wholesaler in the same territory also buys a carload lot. If the first wholesaler checks up the price he may find the second buyer got a 5 per cent discount. The first wholesaler naturally thinks the manufacturer gypped him. What the first wholesaler didn't take the trouble to find out, though, was that the second wholesaler got the special discount because the carload that was ordered was only the first of

Free Deals Find a Staunch Champion

EDITOR, SALES MANAGEMENT: In the April 25 issue of SALES MANAGEMENT you have an article, "Why We Abandoned Free Deals and Other Subsidiaries." In this article the New York grocery manufacturer quoted makes statements with which I must take issue.

Despite the opening paragraph of this article which says that some grocery wholesalers associations have gone on record against free deals, the experience of our company proves that the large majority of wholesalers are in favor of free deals. In the spring of 1930 our company felt we might stimulate business by making a price concession. To test the reaction of the trade we had our four branch sales managers call on wholesalers throughout the country. Over 70 per cent of our wholesalers told us to give a free deal rather than a price concession. In the southwest, which is the stronghold of the old line wholesaler, more than 90 per cent of the grocery wholesalers urged us to give our price concession in the form of a free deal, rather than by a cut in price.

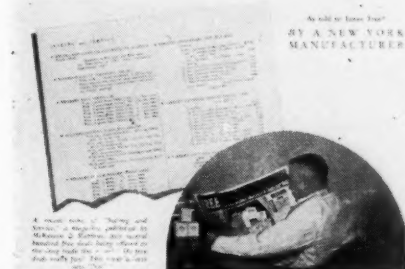
On page 143 at the bottom of the second column the New York grocery manufacturer is quoted thus: "Apparently, few grocery manufacturers ever consider the increased costs that free deals and other practices enumerated are responsible for." Our experience of many years proves this statement untrue. Wholesalers know their costs

and admit that a free deal sale involves a slight extra expense. But they are willing to bear this extra expense because of the extra business they get by means of the free deal. For anyone to argue that an industry should eliminate a practice because it costs slightly more is to argue like the old-time grocer retailer did some years ago. When the manufacturer presented business-getting ideas to him that involved more turnover and greater volume, the retailer would wail that greater turnover and greater volume would mean he would have to employ an extra clerk, to handle all the extra business.

I must again disagree with the statement made on page 143 wherein the writer says: "Recently a wholesale grocer told me that he had bought a carload of a certain well-known product on the assurance of the manufacturer's representative that he had been given the lowest price on the quantity. But shortly after receiving the goods he learned that the manufacturer had sold a less than carload quantity of the same goods in his territory at a lower net price."

The writer follows this with the mention of another incident of price-cutting and from these two experiences states "these are typical of hundreds that have been related to me during the last two or three years."

I doubt it. First because no large well-established grocery manufacturer



Why We Abandoned Free Deals
and Other Subsidiaries

One of the most common mistakes made by manufacturers is to assume that the wholesaler is the only one who can sell their product. In reality, the wholesaler is often the one who is most responsible for the success or failure of the manufacturer's product. The wholesaler's role is to act as a bridge between the manufacturer and the retailer, and to ensure that the product is sold in the most efficient manner possible. This often involves providing the retailer with a variety of promotional materials, such as free deals and other subsidies, to encourage them to stock and sell the product. However, as the article 'Why We Abandoned Free Deals and Other Subsidiaries' points out, this practice can be costly for the manufacturer and may not always be the best way to ensure long-term success.

A prominent New York food products manufacturer takes issue with this article from the April 25 issue of Sales Management.

five to be delivered over a period of a year.

Here is another case that may lead to misunderstanding because all the facts are not aired and perhaps never can be: A wholesaler buys a carload and gets the rock-bottom price. In this same territory is a chain that also buys a carload at the rock-bottom price. In return for window display promotion perhaps the chain gets an extra discount of 10 per cent. Should the wholesaler through some channel or other hear of the chain getting the carload cheaper, he may not understand

(Continued on page 334)

Government in Business

BY JAMES TRUE

Director, Washington Bureau

WASHINGTON, May 20—The chain store tax decision handed down by the Supreme Court last Monday is the most important event of the year, so far as distribution is concerned. Although the tax involved in this case is comparatively trivial and cannot either hinder the growth of chains or greatly encourage the independents, it is expected to lead to heavier taxes of the kind by other states, and there is little doubt that it will have an important bearing on Federal anti-chain legislation during the next session of Congress. This is why the measure was so vigorously opposed by chain store interests.

Federal Legislation Against Chains is likely to be attempted along two lines. It is said that several Senators and Representatives have already prepared bills to prevent manufacturers from discriminating in favor of chains. There is also discussion of enactments to prevent chains from selling below cost in one state or locality and making up the loss elsewhere. This, it is claimed, has been a widespread practice on the part of the larger chains, and it is expected that the next Congress will brand it as an unfair method of competition and against the public interest.

Selling Below Cost will undoubtedly have the attention of Congress, and the probabilities are that legislation intended to curtail the practice will be passed during the next session. Several chain officials, when testifying at the Packers Decree and other hearings, emphasized that their companies never sell below cost. Investigations have indicated that these claims mean that the chains do not cut prices below the prices paid the manufacturers, and that the statement does not include the cost of distributing. It is understood that the Federal Trade Commission has used these statements in determining the prices paid manufacturers in several instances where the data could not be procured in any other way, and that in every case of the kind the chain's selling price was far below the price paid by independent wholesalers for the brands involved.

Reductions in Wages are taking place despite the effort of the administration to maintain wage levels. Every interested department of the Government is using its influence to maintain the purchasing power of the country as expressed by wages. However, in labor circles there is an undercurrent of bitter criticism against the Government for wage cuts in the form of layoffs in navy yards and other organizations. Also, there is still a great deal of complaint heard confidentially from manufacturers who are selling various Government departments. They claim that it is becoming the rule for Government purchasing agents to refuse all bids in the expectation that when bids are re-entered manufacturers will cut their former prices. This, it is claimed, has a tendency to force many manufacturers to cut wages.

Help for Trade Associations is being offered by the Department of Commerce to enable them to pass along to their members all of the data available for the rehabilita-

tion of domestic business. E. B. George, chief of the marketing service division, is now in Texas on a two weeks' trip, for the purpose of explaining to trade association and chamber of commerce executives a plan that he has worked out whereby their agencies will be used co-operatively to assist local manufacturers and distributors. When the Texas work is finished, Mr. George will continue on an extended trip through the south for the same purpose.

Bankers, Manufacturers and Distributors, at their conference at Erie, Pennsylvania, last Monday are reported to have discovered a number of basic facts on which they can arrive at a better understanding of each other's problems. The meeting was so successful that it is now considered as the beginning of a campaign for the purpose of interpreting the work of the Department of Commerce to the business executives of a large number of communities in the country. At Erie, and in all other cities, this work is sponsored by chambers of commerce.

Exorbitant Retail Rents, the result of leases made during more prosperous times, are thought to be a contributing handicap to a revival of business by a number of authorities here. While specific data is meager, there is much to indicate that average retail rents are far too high and that they cannot be supported by retail volume and profit today in practically all cities. While there is a demand for specific data on the subject, it is doubtful that any organization of the Government could make an exhaustive survey without strenuous opposition. However, it is said that a number of retail organizations are about to launch a campaign for lower and more equitable rents in an attempt to increase retail profits.

Testimonial Advertising, attacked by the Federal Trade Commission, at last has a defender. Several large national advertisers have chosen to make stipulations, in which they have agreed to discontinue the practice, rather than to resist the commission. The Northern Warren Corporation, however, has evidently refused to stipulate and has just answered the commission's formal complaint. The complaint not only charges that testimonials were bought and paid for by the corporation but that, in the case of one published letter, the alleged author was not a faithful or constant user of Cutex liquid polish, as the testimonial stated.

The answer of the corporation, while it denies most of the allegation of the complaint, states that it did cause to be published in the year 1929, but at no time subsequent thereto, advertisements containing the statements quoted in paragraph two of the complaint, and that a valuable consideration was paid by the respondent to each of the persons to whom the statements were attributed in the advertisement. The answer also claims that the publication of the testimonials did not constitute an unfair method of competition.

The Retail Trade of California, according to the Census of Distribution for 1930, will be available early next week in the form of a report of 171 pages. This includes all of the preliminary reports in one volume.



Community Guide, Yes, and Shopping Adviser, Too

FEW newspapers in these United States have survived 58 years. Fewer newspapers have remained in the hands of the original publishing family 58 years. The Detroit News since its inception has had continuity in its policy and consistency in its appeal to the home reader. As a result The Detroit News, only, is the HOME newspaper of Detroit. It reaches every stable home dwelling element from shop worker to member of the board. It serves not only as the guide of Detroiters in civic affairs, but as shopping directory to the home purchasing agent. The circulation of The Detroit News is the largest in Michigan which may or may not be significant, in itself. Added to the fact that The News has for 17 years been first, second or third in America in advertising it becomes highly significant as an index to productive coverage of the Detroit market.

The Detroit News

New York Office:
I. A. Klein,
50 E. 42nd St.

THE HOME NEWSPAPER
Member 100,000 Group of American Cities

Chicago Office:
J. E. Lutz,
180 N. Michigan

Remington Introduces a Slotted Razor Blade to Hardware Outlets

BRIDGEPORT—To be distributed wholly through hardware jobbers and at a "suggested resale price which would give the jobber and retailer an assured margin of profit," Remington Arms Company has added safety razor blades to its line.

Known as Kleanshave, the blades are slotted and cornerless and will fit standard double-edged razors.

The suggested retail price is forty-five cents for a package of five. They will be sold to dealers at \$6 a carton of twenty packages.

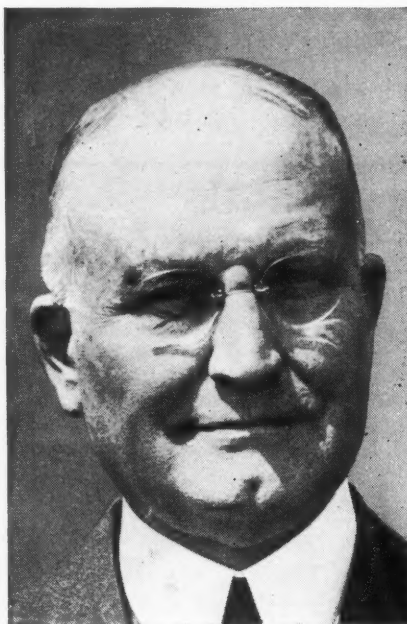
Formerly hardware stores were "practically the sole merchandisers of razors," W. G. Shelton, sales manager of the cutlery division here, explained to SALES MANAGEMENT. "With the growing popularity of safety razors, however," Mr. Shelton said, "drug and cigar stores added them to their line, often cutting the price on them to bring passersby into the store to purchase other merchandise.

"As a consequence, both the jobber and retailer prices of razor blades have been demoralized. Some of the larger merchandisers have found it more profitable to purchase them through bootleg or indirect channels."

Announcement to jobbers was made May 9. Up to May 19 Remington Arms had received stock orders from more than 200 of the 275 wholesalers to whom it sells. A broadside is being mailed this week to 100,000 retail hardware dealers. The company is offering to jobbers at low price a list of premiums to give their salesmen for large orders on Remington blades.

"There is a \$40,000,000 market for razor blades in this country," Mr. Shelton explained. "Although it is not our plan to put any other manufacturers out of business nor to divert the jobber and dealer purchases, we believe it to be our duty to place the loyal jobbers and dealers in a position to capture a portion of this trade."

The new Remington blade is similar in appearance to the Probak of the former AutoStrop Safety Razor Company and to the blade introduced by the Gillette Safety Razor Company last year. The charge of patent infringement brought by AutoStrop against Gillette as a result of the similarity between these two blades, brought about a merger of these two companies last fall, with the AutoStrop interests in control. Formerly, Gillette is said to have done about 75 per cent of the world's safety razor sales.



Col. E. A. Deeds

Trade Executives Honor Cleaners' Association

NEW YORK—"For its expanded intelligent and comprehensive program of service to the industry and to the public in a difficult field and for courageous treatment of a dangerous weakness in business conduct by their attack on racketeering," in the last year, the American Trade Association Executives have awarded a medal to the National Association of Dyers & Cleaners. Presentation was made at the ATAEE convention at Atlantic City recently, by Robert P. Lamont, Secretary of Commerce and chairman of the Jury of Awards.

Honorable mention was given to the Laundryowners' National Association "for its program of research and public relation, culminating in the building of a new \$1,000,000 proving plant at Joliet, Illinois"; the American Petroleum Institute, chiefly for "its trade practice code"; the National Bureau of Casualty and Surety Underwriters for "its accomplishments in the conservation of human life through accident prevention," and to the National Board of Fire Underwriters for "its service to hospitals and institutions, aimed to eliminate fire and life hazards."

The award is made annually in recognition of "distinguished service" rendered by trade associations to industry and to the public.

NEW YORK—Thomas W. Pelham for more than twenty years vice-president in charge of sales of Gillette Safety Razor Company, has been appointed a director and vice-president of the Segal Lock & Hardware Company, Inc., here. He will have charge of the razor and razor blade division.

Name Deeds Chairman of Cash Register; Barringer Resigns

DAYTON—Colonel E. A. Deeds has been elected chairman of the board of the National Cash Register Company, a new position.

Colonel Deeds, also chairman of the board of Niles-Bement-Pond Company and of Pratt & Whitney Aircraft Company, chairman of the executive committee of United Aircraft & Transport Corporation, president of General Sugar Corporation, director, National City Bank of New York, and chairman of the board of the International Zeppelin Transport Corporation, will work closely with Frederick B. Patterson, who continues as president of National Cash Register.

He was connected with the company under the late John H. Patterson, its founder, in both manufacturing and managing phases of the business, acting for several years as general manager. He was also vice-president in charge of engineering.

J. H. Barringer, vice-president and general manager, has resigned from the company, his duties having been taken over by S. C. Allyn, formerly treasurer, who is now executive vice-president.

The election of J. W. Dozier and H. D. Williams as vice-presidents, respectively, in charge of domestic and overseas sales, was announced in the April 18 issue of this magazine.

Won't Sell Frosted Foods in Filling Stations

SAN FRANCISCO—Filling station distribution of frosted foods will not be undertaken, an executive of Standard Oil Company of California informed SALES MANAGEMENT this week, in commenting on the recent establishment by Standard of California and General Foods Corporation of Pacific Frosted Foods.

"While Pacific Frosted Foods will furnish its products to any and every existing retail outlet that asks for them," the executive said, "the utilization of Standard Oil filling stations for distribution has not been considered."

Weyerhaeuser Expands

SEATTLE—Raymond Lumber Company, Willapa Lumber Company, both of Raymond, Washington, the Lewis Mills & Timber Company, South Bend, Washington, and the Sunset Timber Company, affiliated with Willapa, have been merged as the Willapa Harbor Mills under the Weyerhaeuser interests.

The New

INDUSTRIAL TERMINAL BUILDING

St. Louis' Latest Facility for Merchandise Distribution

AT Twelfth Street and Washington Avenue—center of St. Louis' development activity, where retail and wholesale shopping districts meet—is now being erected the remarkable Illinois Terminal Railroad System station and industrial building.

Adjoining is the downtown hotel district. Close by is the civic center with its new Plaza, and the financial district. Within a few blocks are the new homes of the St. Louis Globe-Democrat and the St. Louis Star and many other new business buildings. Altogether here is one of the choicest business locations in the city.

Thirty feet underground the quiet, electrified lines of the Illinois Terminal Railroad System carry fast freight and passenger traffic over the McKinley Bridge

to the East, with car-movements interchangeable with all other railroads. The latest ideas in rapid loading and unloading of cars are being utilized. Storage and handling of freight will all be concentrated on the lower floors; the upper floors reserved for manufacturers and distributors.

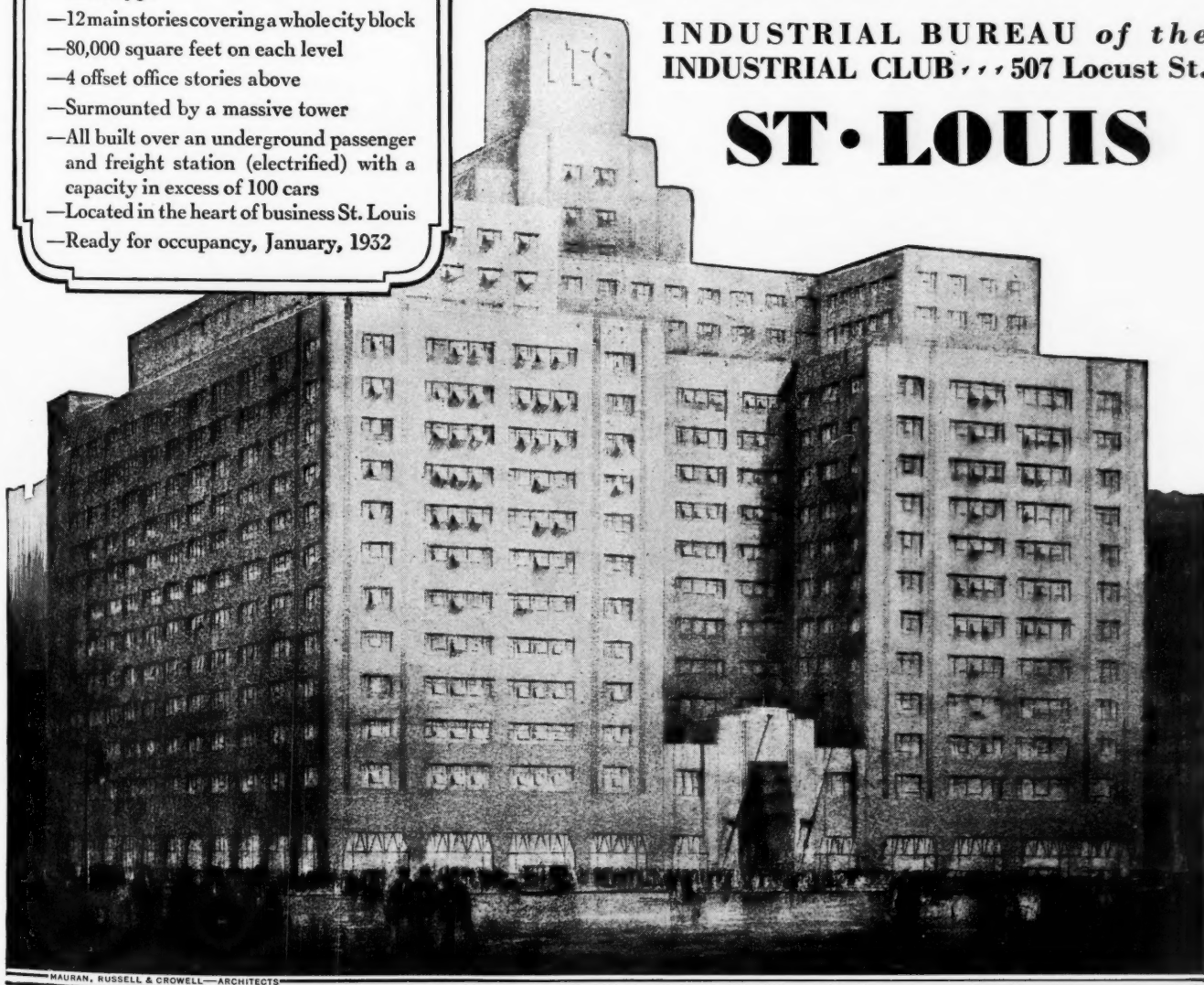
All trucking costs on in-or-out-bound less-than-car-load rail shipments are eliminated. Offices and stock rooms may be combined under one roof without sacrificing desirability of location for either. The mammoth loft and warehouse facilities available make this building an ideal headquarters for merchandise distribution throughout the whole mid-west territory.

Besides the increased facilities and expedited service to be rendered, this new development opens an industrial territory not heretofore served by rail transportation. It adds another link to the great chain of St. Louis' merchandise distribution advantages. Write for detailed information.

- A monumental steel structure of the latest type
- 12 main stories covering a whole city block
- 80,000 square feet on each level
- 4 offset office stories above
- Surmounted by a massive tower
- All built over an underground passenger and freight station (electrified) with a capacity in excess of 100 cars
- Located in the heart of business St. Louis
- Ready for occupancy, January, 1932

**INDUSTRIAL BUREAU of the
INDUSTRIAL CLUB, 507 Locust St.**

ST. LOUIS



HAURAN, RUSSELL & CROWELL—ARCHITECTS



The Gold Dust Twins—before and after.

Packages that Pull—Separately and Together—Probed at Clinic

NEW YORK—"The new ways and the new places in which the consumer wishes to buy products are causing packaging to play a large part in today's merchandising plans," Ben Nash, product development and merchandising counselor, told the Packaging Conference and Clinic held under the direction of the American Management Association at New York this week.

Mr. Nash described the experience of a leading American perfume manufacturer who had always argued that the consumer is more particular about quality and contents than about an attractive bottle or package. In an experiment five different perfumes were put into blind unlabeled bottles and taken to a large number of women for choice. Three of them were the manufacturer's own odors; two were foreign odors taken from fancy bottles. "The investigation showed an outstanding preference for two of this manufacturer's odors," Mr. Nash explained, and convinced him that the other odors had pulled better because they were more attractively presented. "The merchandising significance of a family of packages" was described at the clinic by Arthur H. Ogle, assistant marketing director, Bauer & Black Division of the Kendall Company. "Recognition," Mr. Ogle said, "is a term we often use to describe one of the principal virtues of the package, and particularly the family of packages. Ability of the consumer to recognize the product she has used before or has seen advertised, or has seen in the home of a friend. That is important, and it is definitely a part of the at-

tractiveness of the package to the consumer.

"If the line is more attractive it is more salable," Mr. Ogle pointed out. "If it is more salable then, other things being equal, it will secure better dealer cooperation."

"Proper packaging for overseas markets involves not only the color and design of the package, but equally often appropriateness of name, correct translation of reading matter and, most important of all, unit retail selling price," Ernst B. Filsinger, foreign sales and merchandising counselor, told the clinic—citing the example of the Royal Baking Powder tins and labels. Royal products have been exported for more than sixty years to more than 100 countries, without a change in design or color.

Nationalism and national prejudices are also obstacles, Mr. Filsinger said. "In some markets certain food products for a long time have been put up in small paper packets. It is surprising what sales resistance will be met in an attempt to market a superior article packed differently, say, in tin, although it may contain a larger quantity than a paper packet and is consequently far more economical."

Arthur S. Allen, color engineer, of New York City, pointed out that "poor" design with improper balance of colors will keep articles on the shelves indefinitely.

Mr. Allen demonstrated with exhibits the comparison of one color with another. Packages which he has redesigned include those of Lever Brothers, Bauer & Black, A. & P. and National Carbon Company.

The Gold Dust Twins Change Their Dress After 47 Years

NEW YORK—After forty-seven years the Gold Dust Twins have decided to get a new "dress."

Quite as nude as before, and still standing in a pile of Klondike gold pieces, the twins have acquired a more ebony shade, and the small and large size packages which the Gold Dust Corporation here is now sending out to dealers are less ornate but more striking.

N. K. Fairbank, the predecessor company, gave the twins their debut in 1884. The design of the package was probably suggested by an advertisement in the London *Punch* about 1830, which depicted a Negro man in a tub being washed by another man under the caption, "Warranted to Wash Clean and Not Fade." The words "Gold Dust" were not combined with the twin trade-mark until 1887.

The next change in the package was made during the Klondike gold rush, when the pile of coins was added. With the passing of the years other changes followed, but most of them were minor. Recently the old-style lettering on the front panel was altered to emphasize the words "Gold Dust" and to diminish the "Washing Powder," because by that time no one called it anything but "Gold Dust" anyhow. The top, back and side panels, however, were still crowded with text matter and directions. But now, instead of written description, the twins are depicted doing some of the "purposes." Only a simple table of directions is retained. The packages are still black and gold, but the elimination of much of the black has helped to emphasize the gold.

And the twins, incidentally, have become, under the direction of George K. and Frederick K. Morrow, the personification of an organization which far transcends soap and washing powder. Under the present Gold Dust Corporation are Best Foods, Inc., the Hecker-H-O Company, four large milling concerns, Preserves & Honey, Inc., and 2 in 1 Shinola-Bixby Corporation. The Morrows also control United Cigar Stores Company of America and Ward Baking Company.

Returns to Hollingshead

CAMDEN, N. J.—J. H. Andrus has returned to the R. M. Hollingshead Company as manager of advertising and sales promotion. For the last two months he has conducted a service agency.

9 Liberty *Illustrators*

Who Appear In Coming Issues

THEY typify the artistic standards which have helped to make Liberty the most-asked-for magazine. This is a definite announcement of their continuance:

ANOTHER WRITER

Coming in Liberty



S. S. VAN DINE

Who will write the story of the strangest murder mystery in all American crime.

WALLACE MORGAN

CLAYTON KNIGHT

NORMAN PRICE

W. T. BENDA

JAMES MONTGOMERY FLAGG

RICO TOMASO

W. D. STEVENS

HERBERT M. STOOPS

W. F. HEITLAND

Liberty's seven-year-old editorial formula of human, newsy, concise stories and features, written by capable authors and illustrated by famous artists, will remain unchanged save for the improvements natural to any vital idea. More magazine buyers ask for this formula than any other and more ask now than ever before.

Textiles Get Busy; Cotton Week, Silk Research Study Launched

NEW YORK—The textile industries—most of the larger members of which were in the red last year—are starting in aggressively to improve their market conditions.

With the good wishes of the United States Departments of Commerce and Agriculture, under the direction of the Cotton-Textile Institute, Inc., and with the cooperation of cotton mills, sales agents, and department stores throughout the country, "National Cotton Week" will be held June 1-6. George A. Sloan, president of the institute, estimates that department stores will spend \$2,000,000 immediately before and during the week to promote cotton fabrics. The institute is conducting an intensive advertising campaign in business magazines.

The movement brings to a climax the work of the institute, under Mr. Sloan and Walker D. Hines, chairman of its board, in the last four years to popularize cotton not only as a style fabric but for use in sheets, pillow cases, draperies and other purposes.

Executives of more than 100 large retailing organizations—among them Sears, Roebuck, Montgomery Ward, S. H. Kress, J. C. Penney, May Department Stores, Associated Dry Goods and Hahn Department Stores—have wired or written Mr. Sloan to assure him of their endorsement and cooperation.

One banker who has spoken in favor of it is Fred W. Shibley, vice-president of the Bankers Trust Company, New York, who, incidentally, has just been appointed adviser to the research committee of the Silk Association of America.

To put over the program, Mr. Sloan has collected from mills, selling agents, converters and other cotton interests a fund of \$25,000. The entire amount, in contributions of \$100 to \$500, was raised within two weeks.

"A nation-wide survey of style markets reveals a universal acceptance of cotton fashions," Mr. Sloan said. The first week of June was chosen because it is at the start of the principal cotton selling season. "Wear Cotton" movements have been launched recently in various southern cities—one cotton festival instituted by club women of Gastonia, North Carolina, attracting a crowd of 25,000 people.

The institute was established in 1926 for the immediate purpose of finding ways to dispose of a crop of 18,000,000 bales and with the larger

objective of stabilizing the industry. Average weekly production of cotton cloth has fallen only slightly in the last four years, inventories have been cut and the ratio of sales and shipments has been held close to production.

Endorsement of National Cotton



Fred W. Shibley, vice-president, Bankers Trust, New York, and research director, Silk Association.

Week by government officials was protested against by Charles F. H. Johnson, president of Botany Worsted Mills, Passaic, New Jersey, as an injustice to the wool industry. The wool men believed that government funds would be used to aid it.

Meanwhile, the Silk Association of America has retained Mr. Shibley as adviser to a research committee headed by Thomas B. Hill, president of the association, which "aims to examine in perspective this industry of 1,434 manufacturers with an annual production valued at approximately \$800,000,000." The program will cover machinery, manufacturing, styling and selling; including analysis of market facts which will permit recommendations for the betterment of conditions. Dr. Melvin T. Copeland, director of the Bureau of Business Research, Harvard School of Business Administration, will act as counselor for the silk survey.

Account Changes

MOXIE COMPANY, Boston (representing a recent merger of Moxie Company of America, Moxie Company of Massachusetts and Pureoxia Company), Moxie, Pureoxia ginger ale and beverage products, to Dorrance, Kenyon & Company, Boston and New York.

RUSS MANUFACTURING COMPANY, Cleveland, soda fountains, carbonators, luncheonette equipment and soda fountain supplies, to Dunham, Younggreen, Lesan Company, Chicago. Magazines, trade papers and direct mail.

EATON, CRANE & PIKE COMPANY, Pittsfield, Massachusetts, social and commercial stationery, to Paul Cornell Company, Inc., New York. Effective July 1.

DICTOGRAPH PRODUCTS COMPANY, New York, Acousticon Division, to Charles W. Hoyt Company, there. Effective July 1.

COLONIAL STEAMSHIP LINES, New York, operating between New York, Boston, Providence and New Bedford, to Frank Presbrey Company, there. Newspapers in that section.

GOULDS PUMPS, INC., Seneca Falls, New York, to Kenyon & Eckhardt, Inc., New York City. Technical and consumer publications.

AETNA PAPER COMPANY, Dayton, Correct Bond, and **MAXWELL PAPER COMPANY**, Franklin, Ohio, Maxwell bond and offset, to Jay H. Maish Company, Marion, Ohio.

MAGGI COMPANY, INC., New York City, seasoning soup tablets and beef bouillon, to Paris & Peart there. Newspapers, trade papers and demonstrations.

McAULIFFE EXPRESS COMPANY, Chicago, to Gale & Pietsch, Inc., there. Magazines and window displays.

KING INNOVATIONS, INC., New York City, character toys, Kewpie dolls and Winnie-the-Pooh bears, to Churchill-Hall, Inc., there.

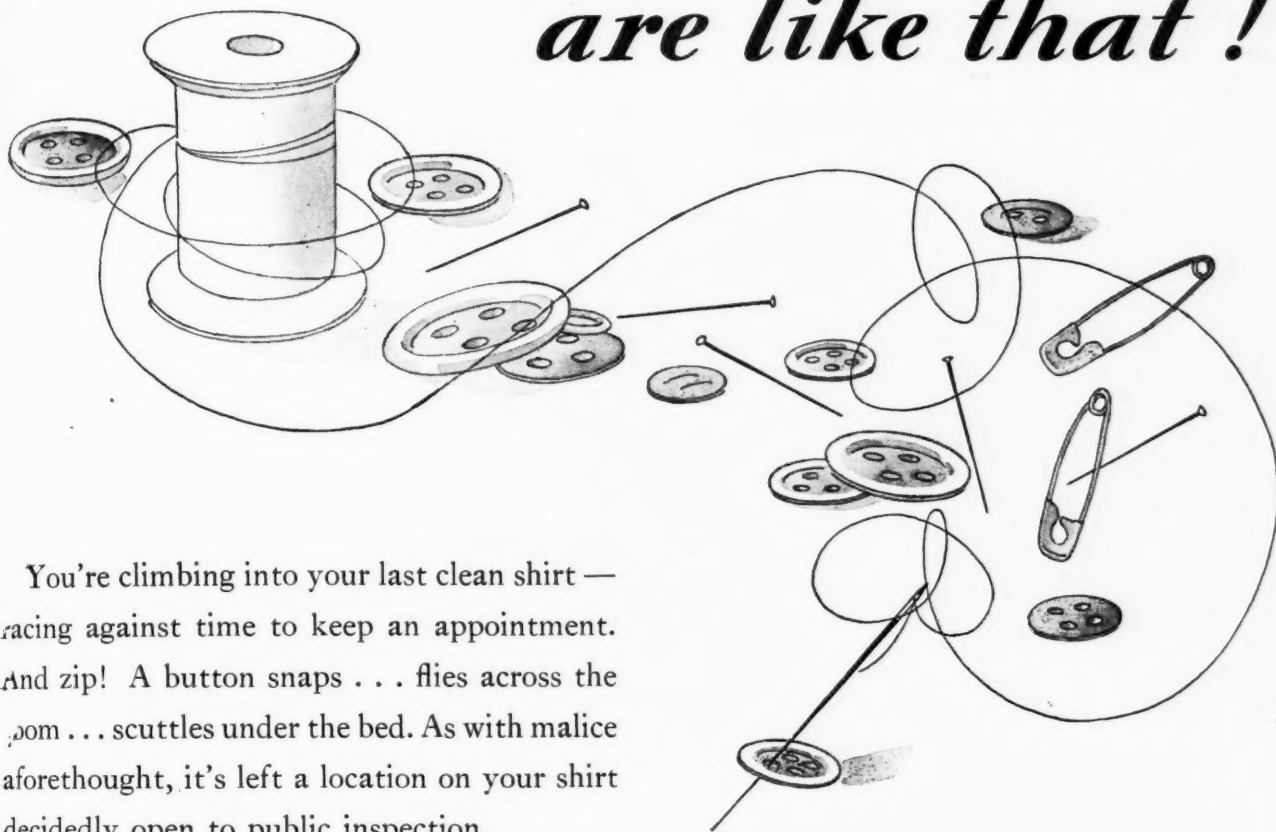
DIANA MANUFACTURING COMPANY, Green Bay, Wisconsin, paper products and sanitary goods, to Klau-Van Pietersom-Dunlap-Associates, Inc., Milwaukee. Newspapers and other media.

LIBERTY BAKING COMPANY, Pittsburgh, and **BOSTON, REVERE BEACH AND LYNN RAILROAD**, Boston, to Harry M. Frost Company, Inc., Boston. Radio and direct mail for the former; metropolitan dailies and suburban newspapers, the latter.

SPRINGFIELD, MASS.—A new vehicle which is said to permit one man to do the work of two in road servicing and retrieving of automobiles is being introduced by Indian Motorcycle Company. Known as Dispatch-Tow, it is a three-wheel motorcycle with rear wheel differential, and has a towing arrangement which allows it to be fastened to the rear bumper of a customer's car.

BUTTONS

are like that !



You're climbing into your last clean shirt — racing against time to keep an appointment. And zip! A button snaps . . . flies across the room . . . scuttles under the bed. As with malice aforethought, it's left a location on your shirt decidedly open to public inspection.

If it happens in a Statler room, you needn't raise your blood pressure, phone frantically for the housekeeper or curse the way of buttons. Merely pick up a threaded needle from your pincushion, select a new button from the assortment and — with experience born of stern necessity — bully a new button into place.

Providing every Statler dresser with a well-supplied pincushion is just one of the pleasant ways in which we anticipate emergency needs and every-day wants — just as we provide expert valet service and efficient laundries in

all our houses to give you one-day service.

This thoughtfulness is reflected in other conveniences: The morning newspaper that's slid deftly under your door, the private bathroom with shower, circulating ice water, radio reception and bed-head reading lamp *with every room*.

Our guests appreciate these services, even as they appreciate the quiet, courteous attention of our employees. And most of them realize that it was the Statlers who first provided these innovations, which are now necessities in the Modern Hotel.

HOTELS STATLER

BOSTON • BUFFALO • CLEVELAND • DETROIT • ST. LOUIS

in NEW YORK, Hotel Pennsylvania

Your Valuable Distribution In Small Towns Need Not Remain a "Frozen" Asset



Small Town Families
Buy SOMEONE'S Products Every Day

MANY well-known manufacturers have retail distribution in small towns and villages. But too often this represents nothing more than a "frozen" investment. The merchandise is in stock—but it lingers idly on dealers' shelves, instead of moving briskly into consumers' homes.

The reason? Lack of advertising support in media actually reaching small town families—media such as GRIT. There can be no other explanation. Small town people are not clairvoyant. They can't read your advertising in publications they never see.

Every week more than 423,000 GRIT families step into their local stores and ask for *someone's* merchandise. They can help melt the ice off your distribution in small towns. They will warm up to your product when you tell them about it through the one periodical they read each week. Include GRIT in your plans now, for 1931 sales.

"A Merchandising Study of the Small Town Market" is a new booklet of facts that will interest you. Send for free copy.



Read Every Week by Over 423,000 Families
in 14,000 Small Towns

Member A. B. C.

Williamsport, Pa.

Gossip

... RAY R. RANDALL, formerly advertising manager of Sun Maid Raisin Growers' Association, and THEODORE WATSON, of Foster & Kleiser Company, San Francisco, have joined Atlee F. Hunt Company, Oakland advertising agency.

... GEORGE W. SUTTON, JR., and J. EDWARD SCHIPPER, for the last twenty years writers for journals in the automotive, motor boat and other industries, have established Sutton & Schipper, Inc., a public relations organization, at 232 Madison Avenue, New York.

... JAMES M. CECIL, of Cecil, Warwick & Cecil, Inc.; LLOYD W. BAILLIE, J. Walter Thompson Company, and HENRY ECKHARDT, Kenyon & Eckhardt, Inc., have been elected, respectively, chairman, vice-chairman and secretary-treasurer of the New York Council, American Association of Advertising Agencies.

... Renshaw-Campbell Advertising Company has been formed with offices in the Chamber of Commerce Building, Toledo, by SAM RENSHAW, for twenty-four years advertising manager of the Kobacker Furniture Company there, and Miss WAVE CAMPBELL, formerly with the same company. They will specialize in newspaper campaigns.

... ROY H. JARRETT, associated for many years with a manufacturer of efficiency equipment, has joined the Jewell F. Stevens Company, Chicago advertising agency, as special merchandising counsellor and account executive.

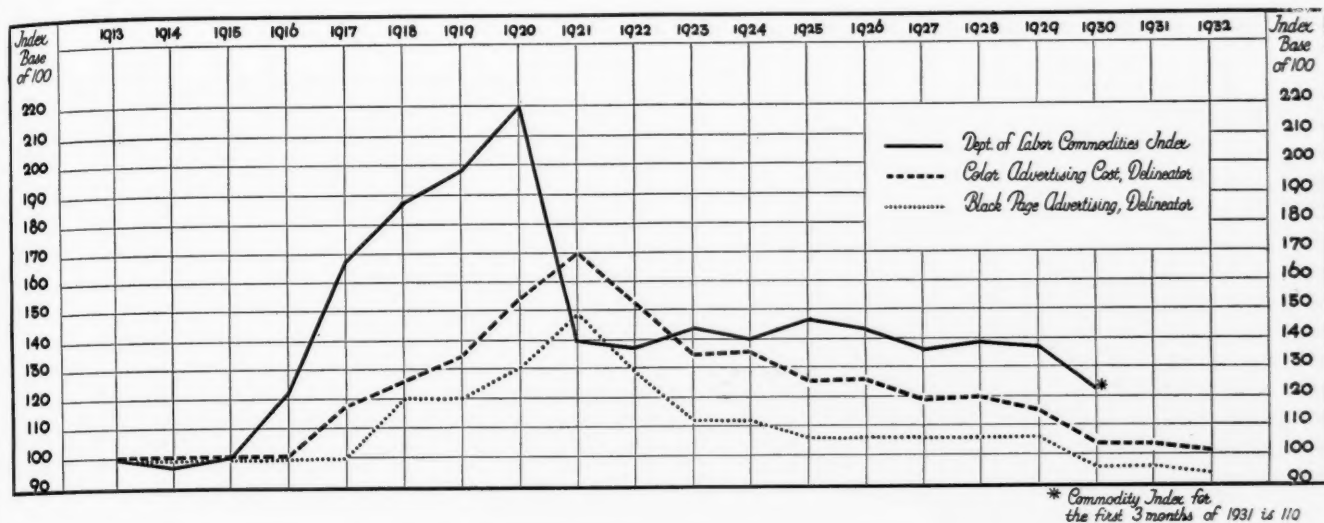
... The Rochester Advertising Club has elected FRANK R. OTTE, advertising manager of Sibley, Lindsay & Curr Company, president, to succeed WILLIAM R. HILL. DAVID W. DUFFIELD, advertising manager of Yawman & Erbe Manufacturing Company, and ROY A. DUFFUS, of James Johnston Agency, were elected vice-presidents, and FRANK H. FISHER, treasurer. GLENN C. MORROW continues as executive secretary.

... PAUL H. FASSNACHT, president of Rudolf Mosse, Inc., New York agency, has sailed for South America, where he will survey market conditions in Peru, Chile, Argentine and Brazil.

... RAYMOND MARKS is now an account executive with Burton-Nelson Company, Inc., New York agency. He had been with the United Advertising Agency, Inc.

... ROY QUINLAN, formerly president of the Quinlan Company, Chicago, has established his own agency at 274 Madison Avenue, New York. Before forming his own advertising agency, Mr. Quinlan had been associated with Lord & Thomas and Logan.

... J. L. SCHIFFMAN, for thirteen years with the Metropolitan Advertising Company, New York, and WILLIAM H. SAUL, with the same company for eleven years, have joined the Hudson Advertising Company there as vice-presidents.



*Commodity Index for the first 3 months of 1931 is 110

YOUR ADVERTISING DOLLAR..

What is it worth today in relation to commodity prices?

WHILE dollars are cheap in terms of dollars, dollars are dear in terms of commodities. What is the value of today's dollar in terms of advertising? The most satisfactory measure of the commodity value of the advertising dollar can be provided by comparing it with the cost of commodities generally.

The three lines in the chart above trace commodity prices at wholesale as provided by the Department of Labor, the price of color pages per 1,000 in Delineator, and the price of black-and-white pages per 1,000 in Delineator from 1913 to date. These three sets of prices have been reduced to the same index figure of 100 in 1913. The lines show, in consequence, increases and decreases for each year in percentages.

The obvious facts are that advertising in Delineator has cost less almost every year since the war than commodities generally. The price of advertising decreased in Delineator below commodity prices in 1923, and has remained below commodity prices from 1923 to date.

By January of 1932 the price of advertising in Delineator will be at the pre-war level in color, and below the pre-war level in black-and-white. The prices in this chart are based on the circulation guarantee in effect each year.

Your dollar now buys advertising in Delineator at a price lower than the price of commodities generally.

PRESENT GUARANTEE 2,300,000
GUARANTEE WITH JANUARY 2,600,000

DELINEATOR

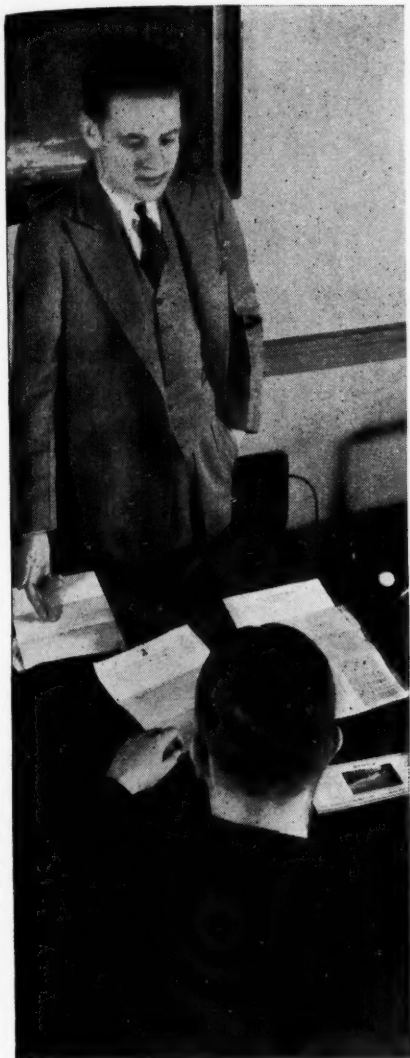
Editorials

THE CONTROLLING PUBLIC INTEREST: Backing up what was said on this page last week about the advisability of producing, stocking and promoting the sale of articles in public demand, C. T. Maeding, vice-president of E. R. Squibb & Sons, emphasizes the waste due to making and trying to sell products which in this sense are "not right." He thinks we are entering a new era for both production and distribution, hastened by the depression, but inevitable under any conditions. Throughout industry he has seen foolish duplication entailing staggering burdens of waste and excessive costs, and leading to high-pressure marketing methods, false claims and false values. "The new philosophy," he adds, "demands the setting up of a production and merchandising plan which through all the steps involved aims to give what the customer wants, in the form he wants it and at a fair price." . . . All this is familiar enough. It was urged long before hard times gave it practical application. It was proved by the Louisville survey. But many producers and distributors were inclined to regard talk of this kind as a counsel of perfection, well enough for the other fellow but impracticable for those accustomed to piling up goods possessing superficial marks of distinction which, experience showed, the public could be persuaded to buy. . . . Reasoning of this sort has its origin in a wrong conception of the relations between business in a narrow sense and the public in a broad sense. We need to get back to the basic doctrine that business, any business, justifies itself only in so far as it serves the public interest. On this foundation any measure, public or private, taken to strengthen the business structure is for the major good. Lacking this fundamental element, promotion is likely to do more harm than good—to business as well as to the public.

THE CAN CASE AGAIN: Many corporations have been warned by their lawyers recently to give heed to the law as interpreted by the United States Supreme Court seventeen months ago in the American Can case. The gist of the finding, it will be remembered, was that buyers as well as sellers are amenable to the provisions of the Clayton Act which forbid special concessions except as specified by law—for quantity purchases and the like. . . . Revived interest in the case is due to the belief that large buyers are making the most of the conditions now prevalent to secure advantages which put their smaller competitors at their mercy. American Can and Van Camp Packing ran foul of the law because, according to the record, the Packing company got unusually large discounts and free use of Can's sealing device which other companies were obliged to hire. The high court held that this tended

substantially to lessen competition and to create a monopoly. The decision was explicit enough. The difficulty in such cases lies in finding clear evidence of violation. . . . No one doubts that the very most is made of the legal permission under certain circumstances to grant and accept liberal inducements for entering into transactions involving heavy payments. The language of the act is clear enough but, like most sections of the anti-trust statutes, it leaves much to judicial construction. What everyone wishes to know is, how much can be given and taken in the way of special allowances without monopolistic taint?

THE NEW SALESMANSHIP: Trained salesmen are in urgent demand these days, in spite of the plethora of people who have no work to do. Indeed if there were not so much idleness there might be less need of men who know how to sell goods. This does not mean of course that any large number of jobs are vacant. It means simply that producers and distributors have wakened up to the fact that the art of selling goods requires for real efficiency far more aptitude and training than were deemed sufficient a generation ago, or even a year or two ago. It means also that the dull times have brought into high relief the full significance of a buyers' market. . . . Signs of the change are seen in the decadence of high-power salesmanship whose ability was spent largely in unloading goods on unwilling customers or in forcing on them larger purchases than they needed or should have undertaken. The successful salesmen of today are putting the soft pedal on mere salesmanship. They are devoting their skill and knowledge rather to study of their possible customer's business with a view, not to measuring its capacity to absorb goods, but to finding out how it can be expanded by taking on moderate, desirable lines and how to display them to advantage. . . . These are the ideas behind the notable Standard Brands full-size moving picture now being exhibited, not to any part of the public, but to the company's own organization. It is a vivid portrayal, in the form of an attractive comedy of life, of the means by which salesmen properly instructed for their work can add steadily to their volume by helping their prospects to improve the management of their own businesses. Such a film must have cost a lot of money to make, but no one who has seen it can doubt that in the end the investment will pay far better than half-way measures which add little to either the cost or to the profit of operations. . . . At the root of most unsuccessful salesmanship lies ignorance of sound progressive business methods. The good salesman of today is an adept in the practice of intelligent unselfishness which is never unmindful of the buyer's interest.



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“BROADCAST ADVERTISING DOES RESULT IN DIRECT SALES”

•

“We can't meet our dividends with goodwill,” said the manufacturer. “What we want is sales.”

“Right,” smiled the Westinghouse Radio Stations representative. “And I take it you mean immediate sales, since no one questions the ultimate value of goodwill as a sales builder. In fact, it is because so many broadcast advertisers are satisfied to check off their radio investment against general goodwill that some people are inclined to underestimate the power of radio to create direct and immediate sales.

“Nevertheless, that power is tremendous. I am not speaking of isolated examples like the famous farmer who came in and bought a lot of stock in a public service company after hearing one of its programs. I refer to spot broadcast demonstrations which have moved unbelievable quantities of merchandise within a few weeks—even a few days—solely through a short schedule of broadcasting in a limited area.

“One of our clients, who began advertising a candy bar from WBZ-WBZA, reported practically complete distribution throughout New England within two months. Average dealer sales were formerly about one box a month. Now they are a box a day even for the smallest dealers, while larger stores are selling thirty to forty boxes a day.

“It stands to reason that the right sort of program will get quick results if you direct it at the rich, responsive, and thickly populated areas served by the Westinghouse Radio Stations.”

• • •

This advertisement is one of a series covering a number of questions commonly brought up in a discussion of broadcast advertising. If you wish further information on any such questions, or advice on the application of broadcast advertising to the specific problems of your product or service, simply write the nearest commercial office. Westinghouse operates the pioneer broadcasting service of the world, and is equipped to render complete assistance to advertisers, including the origination of merchandising ideas and the securing of suitable program talent.

WESTINGHOUSE • RADIO • STATIONS

WBZ-WBZA

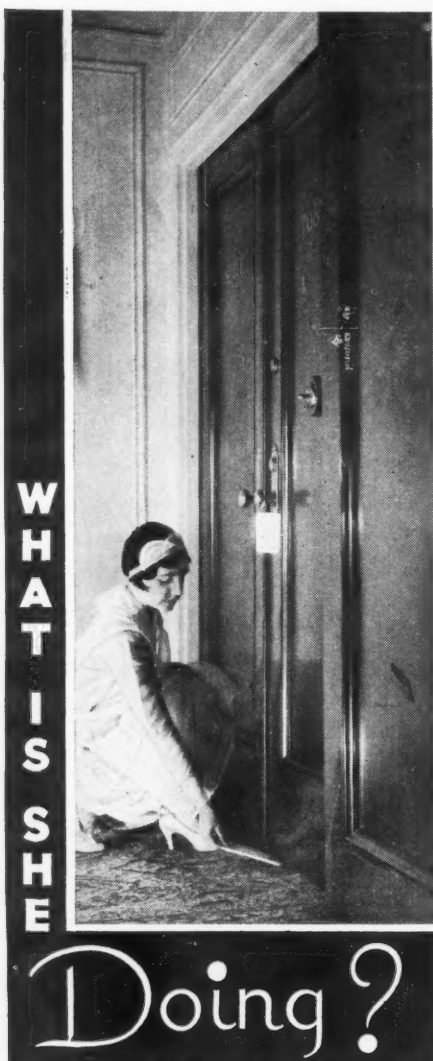
Boston, Mass., Statler Building
Springfield, Mass., Hotel Kimball

KDKA

— COMMERCIAL OFFICES —
Pittsburgh, Pa., Hotel William Penn

KYW-KFKX

New York, N. Y., 50 East 42nd Street
Chicago, Ill., 1012 Wrigley Building



» » Slipping a letter under the door of a room at the Roosevelt. No, not a *billet-doux* from the chambermaid! Just one of the stacks of letters that arrived in the morning mail for our guests; was sorted downstairs; rushed up to the various floors by special tubes; and distributed to the individual guest rooms. Due to the "Do not disturb" sign, this particular letter is being slipped quietly under the door. Otherwise, the maid would have knocked and delivered the letter herself. Simple, isn't it? Yet people who stay at our hostelry like such extra little attentions. They tell us so. Won't you please come and see for yourself?

The ROOSEVELT

Madison Avenue at 45th Street, New York
Edward Clinton Fogg—Managing Director
One of the 25 United Hotels



Tip-Top Salesmen I Have Met

(Continued from page 312)

his sincerity. I am going to ask you not to make me break my rule now. Of course, if by any chance you did not pass the medical examination, the money would be returned to you. If you will make the check payable to the company, please." If I refused, it would be time enough for him to agree that I could pay on delivery of the policy. And, not only could he have been no worse off, but he would have impressed me that I was definitely committing myself. Note that soft insinuation as to sincerity.

About two weeks later he came in and said: "Oh, Mr. Comyns, your policy" and handed it to me. "Oh, yes" I said, "tell you what you do"—what I was thinking was: "Oh, goosh, money to pay out"—"leave it with me. I want to read it over." And he left it—without collecting the premium.

Wouldn't Leave Prospect

I think if I were selling insurance I would know what that might mean—or, at least, have sense enough to get scared. I think I should say: "Of course you want to read your policy before accepting it, and because there will be some questions you will want answered, we will sit right down here now and read it together." And I know of nothing more likely to bury everything on a man's desk which might divert his attention than an insurance policy opened up to its full width. I have designed pieces of selling equipment of that general size and shape for propositions quite different from insurance for no other reason than this. In brief, I should have left no stone unturned to get the matter settled at that interview and collect the premium. I don't suppose that man had reached the elevators when I dictated a letter to him saying in effect: Here is your policy. I have decided not to take it. I enclose check for \$3.00 for medical examination.

I cannot satisfactorily explain to you why I let the weakness of a salesman influence me not to go through with a business transaction so obviously necessary or, at least, advantageous. I only know that wiser men than I do it every day. I needed that insurance then and I have needed it ever since. Never at any subsequent time have I been able to get an equal amount of insurance so cheaply. Hence, I have paid more for that \$10,000 of insurance all through the years than I need have paid. Right now I should have a policy near ma-

turity on which could take a paid-up policy to tuck away or which I could cash in to finance some investment. Get it very clear in your mind, then, that this salesman, because of his weakness, lack of selling ability, did me as big a disservice—my contributory negligence acknowledged—as lay in his power.

And that is frequently the case. Some years ago I negotiated the purchase of an apartment house for my sister. The builder, whom I knew, wanted me to persuade her to take two for the same amount of cash. It looked like a wonderful opportunity to me. I mentioned it to her, but when she hesitated, forbore to press her; with the result that she decided to let well enough alone and purchase the one. She sold that house five years later at a profit of \$18,000. The proceeds went into United States Steel common at \$82 a share. After more stock dividends than I can recall and the exercise of valuable rights, she sold it at around \$200. I should hesitate to figure the total amount lost by not taking advantage of that opportunity. My sister occasionally asks me today why I did not press her harder to do what I knew she ought to have done. I don't know.

Effect of Lost Sales

A couple see a home which exactly suits their requirements at a price that is right and weak selling allows them to go farther and fare worse—or to cool off entirely on the idea of acquiring a home—possibly because a better salesman ties up a lot of cash in a player piano. A retailer, because a poor salesman fails to make him see the profit picture, fails to take advantage of merchandising opportunities. A factory or office fails to install valuable labor-saving and cost-reducing appliances because the salesman allowed them to "think it over." A household slaves because of lack of electrical appliances that take the place of elbow grease—and the mother of the family grows old before her time. Father slipped out on buying a piano so the daughters of the family grow to maturity without the solace and delight of music of their own creation. A sales organization goes sour and employs in factories, heads of families, some of them, are laid off and thus deprived alike of earning capacity and purchasing power. I emphasize this because there is an unthinking attitude on the part of some people that

the salesman is a clever, slick and not quite honest individual who roams abroad seeking whom he may devour. Salesmanship in its best sense is a sincere desire to serve and no salesman is called upon to stultify himself by selling anything he does not sincerely believe in nor to anyone who cannot use to advantage what he has to offer. And good salesmen don't. They must personally profit by it, of course. The laborer is worthy of his hire.

There is great opportunity and a great need for some college man to establish scientifically, by study and research, philosophic and economic justification of the salesman and his work. We cannot brag about our standard of living, the diversity of our products, our great industrial plants, our enormous mass production and the development of our markets, on the one hand, and decry the work of the salesman in selling the individual a luxury, on the other. Mass production and the development of markets depend upon salesmanship. Few of the many articles on which employment of labor and consequent purchasing power depend are bought. They must be sold. Certainly depending on those sold would never justify mass production or insure the steady operation of manufacturing plants.

Take so simple a thing as buying a hat. Twice a year, at least, poor salesmen, by an unintelligent selection of hats to try on us, hopelessly confuse thousands and waste time which, if laid end on end—well, making many of us devote a whole day to the selection of a hat which should be accomplished in fifteen minutes, and is, when we meet that rare bird, a real hat salesman.

There was a life insurance manager in New York to whom I was under considerable obligation. Shortly after the war I had in one of my classes at a great university a marine who had lost an arm at Belleau Wood. Rehabilitation at that time naturally had its maladjustments. The Government was paying this man's tuition but, because of some slip-up in the routine, he was not getting his maintenance. So, while his mind was being fed, he was in danger of physical starvation. When I told this insurance man about it, he gave my protege a small drawing account to sell insurance in his spare time. That tided him over all right, but he never sold any insurance.

(Mr. Comyns continues his story in next week's SALES MANAGEMENT.)

RENTON, WASH.—Pacific Car & Foundry Company here has acquired the Arrow Pump Company, Seattle, and plans to extend the sale of its product to the Eastern seaboard in the domestic market.

WMAL

On the
Air
17
Hours
Daily

WASHINGTON'S
Individual per capita wealth is ahead of
the National average.

WASHINGTON'S
Spendable income is the second highest in
America—\$1,428 per capita.

WASHINGTON'S
Buying public is the most intelligent in
America. Washington has less than 1/2 of
1% of illiterate population.

Fre-
quency
630
Kilo-
cycles

CAPITALIZE YOUR ADVERTISING

Located in the capital of the Nation, Station WMAL is the Washington station of the Columbia Broadcasting system. Equipped with Western Electric double turntables for spot broadcasting of transcription programs.

"Broadcasting the better things in and for Washington"

Why The Biloxi-Gulfport (Miss.) Daily Herald should be included in your advertising schedules . . .

It goes into nearly all the homes of Biloxi and Gulfport—two important cities of Mississippi—and suburbs.

Its readers have confidence in its news, editorials and advertisements.

It is an AP, ABC and NEA newspaper.

It is an A-1 ABC newspaper—no lures (no giving of premiums, automobile contests, accident insurance policies, colored comic supplements, which virtually make the newspaper a side line).

It enters Mississippi Coast homes on its merit alone.

Its policy of selling a newspaper only and not a lot of merchandise to the subscriber assures an advertiser that he is advertising in a newspaper that is read with interest.

THE DAILY HERALD

Herald Building
Biloxi, Miss.

Herald Building
Gulfport, Miss.

TRUE-TONE PHOTOGRAPHS

Show Your Products In Actual Colors

This new method of photographic tinting is remarkably accurate. It is most effective for use in Salesmen's portfolios, small editions of wall-hangers, and counter displays, etc. "True-Tone" photographs are surprisingly low in cost.

Let us give you a practical demonstration. Send us two prints of your product with color reference or the name of a Cleveland dealer where we may see it. Specify quantity so we can quote on your requirements.

There is no charge or obligation involved in this offer.

**THE AD-ART
PHOTO COMPANY**
1887 E. 82nd St., Cleveland, O.

SALES MANAGEMENT

18

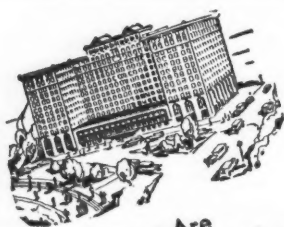
Weeks More!

The 1931 Edition Will Be
Published September 26th

MARKETS AND MEDIA
REFERENCE NUMBER

"The September thirtieth issue of **SALES MANAGEMENT** has been very valuable to us as a reference number in connection with our aviation surveys and in making up our quotas and sales estimates. I am looking forward to further issues of this kind."

EARL E. HUGHES,
Director of Advertising,
Curtiss-Wright Corporation



**Summer Days Are
Comfortable . . . Here**

SUMMER days in Chicago are comfortable . . . at **THE DRAKE**. Pleasant . . . spacious . . . airy rooms and an ideal location . . . overlooking Lake Michigan . . . Beach, bridge paths . . . Lincoln Park . . . and other attractions immediately accessible. Rates begin at \$4 per day. Permanent Suites at Special Discounts.

**THE
DRAKE**
HOTEL, CHICAGO
Under Blackstone Management

"AN ADDRESS OF DISTINCTION"

Free Deals Find a Staunch Champion

(Continued from page 319)

that the discount is for window display promotion and consequently feel that the manufacturer has deliberately violated business ethics.

The writer of the article in **SALES MANAGEMENT** forgets in his discussion of free deals that the free deal has served an excellent purpose for many years. In my own experience the free deal is used just as much today by the industry's leaders as it was twenty-five years ago when I started in the grocery manufacturing business. And this is largely so because the free deal presents an excellent opportunity for the manufacturer to pass on to the trade savings in raw material costs without upsetting his price structure. Take the present market, for instance. Raw materials are cheaper. Prices in some lines of food products should be lowered to correspond with these savings in raw material costs. The manufacturer knows that it is easier to reduce prices than to raise them. If he cuts his prices he will have the most difficult of jobs trying to get his prices back up again when raw material costs go up as they must in a few years. Instead of cutting his basic prices, he can pass on a temporary price advantage to the trade by means of the free deal. In its very nature a free deal is temporary and special. But for some reason or other, right or wrong, a list price seems to be a final ruling.

—A New York Grocery Manufacturer.

Majestic Plans Auto Set; Denies Merger Reports

CHICAGO—Grigsby-Grunow Company, Majestic radios, will start production next month of a new set for automobiles, Don M. Compton, vice-president and treasurer, announced this week. Mr. Compton told **SALES MANAGEMENT** that "there are no negotiations in progress toward the sale of the company to General Motors, Radio Corporation of America or any other interests."

"Our radio sales for the month of March were \$3,061,000; our total sales for last month, \$2,400,000, and those for the month of May will be between \$2,000,000 and \$2,500,000. "Our cash on hand this morning totals \$2,400,000, and we have no bank loans outstanding."

CHICAGO—R. C. Johnson, assistant western sales agent, has been appointed district manager of the Northwest Paper Company, with headquarters here.

Plus Signs

(Facts-of-the-week selected by the editors as suggestions for use in letters, bulletins and house organs to salesmen.)

+ + + **COCA COLA** earned \$2.35 a common share in the first quarter as against \$2.09 in the same period last year.

+ + + **AMERICAN TOBACCO** sales of Lucky Strike in the first quarter were 1,400,000,000 over last year. Incidentally, a cockeyed New York research expert claims to have discovered that the average length of discarded cigarette butts is now a quarter of an inch longer than in December—a sure sign that sentiment is improving!

+ + + **GENERAL MOTORS** is adding to its malleable iron plant in Saginaw—increasing capacity by 50 per cent.

+ + + **AMONG THE TWENTY-FIVE CITIES** reporting the largest volume of building permits in April the following show gains over April of last year: New York, Baltimore, St. Louis, Milwaukee, New Orleans, Boston, Pittsburgh, San Francisco, Minneapolis, Yonkers, Ann Arbor, St. Paul, Denver, Buffalo, Des Moines and Rochester. (Compilation by S. W. Straus & Company.)

+ + + **DOMESTIC CONSUMPTION OF ELECTRICITY** during the first four months this year increased 24.3 per cent over the same period of 1929, according to figures compiled by the National Electric Light Association.

+ + + **COMMERCIAL AND MILITARY** aircraft and engine sales in the first quarter were 13.8 per cent above production in the same period of last year.

+ + + **THE PRESIDENT OF CANADA DRY**, whose amazing sales increases were reported here last week, says, "There is no justification for further retrenchment or hesitation on the part of organized business in extending plans and greater sales efforts."

+ + + **PRODUCTION OF SHEET STEEL** at the Youngstown mills rose this week to 46 per cent of capacity, the highest peak since March, due to increased orders from automobile manufacturers.

+ + + **TOTAL NUMBER OF MILES FLOWN** by American air lines during the first three months increased 4.2 per cent over the corresponding period of 1930.

+ + + **OLDSMOBILE** retail sales in April exceeded April of last year.

+ + + **NEW YORK CLEARING** House exchanges gained \$300,000,000 over the preceding week.

+ + + **FLINTKOTE's** April net was the best in seven years.

+ + + **WOMEN AREN'T STARVING THEMSELVES** according to the 11.7 per cent increase in sales for the first four months shown by Lane Bryant, specialists in apparel for stouts.

Eleven du Pont Divisions Lease in Empire State

WILMINGTON—Eleven subsidiary companies and departments of E. I. duPont de Nemours & Company will move their New York offices or headquarters to the new Empire State Building, Thirty-fourth Street and Fifth Avenue, about the second week of June, J. L. Warner, manager of duPont real estate division here, informed SALES MANAGEMENT this week.

In the list are National Ammonia Corporation, Krebs Pigment & Chemical, Roessler & Hasslacher Chemical, Grasselli Chemical, American Zinc Products, duPont Rayon, Cellophane and Viscoloid companies; and the explosives, paint and varnish, and fabrics and finishes departments of duPont. Pierre duPont, chairman of the board, and John J. Raskob, vice-president of the company, are the largest owners of the new Empire State Building.

Associated Boosts Reanier

SAN FRANCISCO—W. A. Reanier has been appointed manager of white oil sales for the Associated Oil Company, with headquarters here. Products under his direction include gasoline, engine distillate and kerosene. Mr. Reanier started with the company as a plant man in 1917, later becoming salesman, district manager and departmental sales manager.

United Promotes Crary

SEATTLE—Harold Crary, director of advertising and publicity for the Boeing Companies and the Varney Air Lines here, has been promoted to director of advertising and publicity for the United Aircraft & Transport Lines, with headquarters in Chicago.

Coca-Cola Raises Profits with More Advertising

ATLANTA—All operating expenses, except advertising promotion, were reduced by Coca-Cola Company to bring about an increase in profits from \$2,849,156 in the first quarter of 1930 to \$2,902,801 in 1931. The sales volume this year was slightly smaller—\$7,838,527 as compared with \$8,370,589.

In addition to the regular quarterly dividend of \$1.75 per share, an extra dividend of twenty-five cents was declared.

A news story in the February 21 issue of SALES MANAGEMENT mentioned the company's plan to increase its advertising expenditure this year by about \$1,000,000.

Media

True Story is one magazine which cannot be accused by national advertisers of lagging behind newspapers in the matter of cooperation. Observe the current series of heart-to-heart talks with its readers on the wisdom of buying brands which are, in effect, certified by the appearance of their advertising in that magazine. The editorial technique common to all Macfadden Publications, of creating a bond of sympathy and intimacy between the publishers and their readers, makes fertile soil for these seeds of consumer education.

Sic transit gloria Mundi . . . Reflections on the passing of the New York *World* in a booklet gotten out by the *News*. Excerpt—"Remember: The *News* need not be your favorite newspaper—as long as it is the favorite of your customers!" Put any title in place of the *News*, any medium in place of "newspaper," and you'll have an adage that the executive in control of advertising expenditures might do well to write on his cuff and take a squint at every time he's tempted to forget to see with the eye of the ultimate consumer.

The Scripps-Howard Newspapers have created a role that's new in their organization, that of advertising director in charge of national, local and classified advertising. John E. Finneran fills the post, relinquishing his position as director of national advertising to John M. Peterson, formerly eastern manager of national advertising.

It appears we were more generous than accurate recently when we gave the New York *Sun* credit for pioneering in the matter of a regular television department. We've learned since that the *Herald Tribune's* television features antedated the *Sun's* by several weeks.

WHB, Kansas City, puts at the disposal of clients the services of a man experienced in merchandising all types of advertising campaigns in every kind of medium. Donald Dwight Davis will continue as vice-president of Loomis, Baxter, Davis & Whalen, Inc., advertising agents, while specializing on the management of this station.

One of the remarks of Louis Wiley, business manager of the New York *Times*, at a recent luncheon of the Real Estate Board of New York was: "Al Smith's new wigwam on Thirty-fourth Street makes us institute new comparisons. If all the copies of a single Sunday edition of the New York *Times* were in one pile the stack would be over fifty times as high as the Empire State—twelve miles high. If you ever see such a stack, please let me know. We print papers to sell and not to put the Empire State in the shade."

June 4 will usher in a new weekly, to be called *Parade*. W. Holden White, editor of *Polo*, is its editor and president, Carle B. Robbins managing editor and George B. Park business manager. It will be represented by Powers & Stone, Inc., Chicago.



CATALOGS can cost less and sell more

INVARIABLY the loose-leaf catalog costs less than the tight-bound catalog . . . and sells more! The tremendous cost of printing frequent complete editions is banished. Instead, you print only the new pages you need. You do it without delay, mail them when they're news and get back the cream of the profits.

New catalog pages for loose-leaf binders have all the sales punch of broadsides and bulletins, plus long-time selling power. The Heinn Speedlok Binder, fastest operating made, is your insurance that the trade will help keep your catalog up-to-date. Heinn craftsmanship and quality guarantee an effective, attractive cover design and construction that preserves your binder's original beauty indefinitely. Kindly loan us a copy of your present catalog when writing for literature. The HEINN Company, Originators of the Loose-Leaf System of Cataloging, Dept. D, Milwaukee, Wisconsin.

HEINN
Quick-Action
Loose-Leaf Binders



1-3 of One Per Cent Does 25 Per Cent!

One single concern — the Einson-Freeman Co., Inc.—out of the 309 lithographic establishments in the United States listed by the last census—

Or about 1/3 of one per cent — was responsible for 21 out of 85—

Or 25 PER CENT of all the Window Displays that achieved a dominant rating in the tabulation of April Window Displays in Forty-three Cities, which appeared on page 291 of SALES MANAGEMENT for May 16.

These 21 displays had dominance in 217 city-showings out of a grand total of 825.

There IS a reason.

An Einson-Freeman representative will be pleased to discuss it, and your window and store advertising problems, if you write, or call them at Starr & Borden Avenues, Long Island City.

Survey of Surveys

(Continued from page 298)

from the Columbia Broadcasting System, New York City. It's free as long as copies last. Ask also for the big map which accompanies it. That gives a graphic picture of the national coverage offered by the Co-lum'-bi-a broadcasting system.

Thumbnail Reviews

Newspaper Reading Habits. A telephone survey made among executives of advertising agencies and national advertisers located in New York (Manhattan) to determine which newspapers they read and which they preferred. New York Sun, New York. Forty-five pages (Free).*

The Hospital Market. This study shows the figures on the equipment and supplies used by the average hospital, the number of hospitals in the country, capacity, capital invested and other important factors of interest to advertisers and others merchandising products used by such institutions. Eleven pages (Free).

Family Finance in the United States. This study made by Franklin W. Ryan shows the various types of loans used by families throughout the United States to finance the home. These loans are discussed, with the reasons for contracting them, their influence on the home and on the retailer. University of Chicago Press, 5750 Ellis Avenue Chicago. Twenty-one pages. (Free.)

The Marketing of Store Equipment and Supplies. A report on various factors entering into the marketing of store equipment and supplies, divided into three parts: problems of selling; retailer's part in the solution of these problems, and a series of reprinted advertisements. Fairchild News Service, 8 East Thirteenth Street, New York. Fifteen pages. (Free.)

Credit Extensions in Department Stores. This study is an analysis of department store credit extensions to show the relationship between the highest amount of credit extended and the length of time taken to liquidate it by persons engaged in the various occupational groups. An analysis of "write-offs" has also been made. The data for this study was secured from an examination of 81,250 charge accounts in twenty-three department stores located in six cities in Texas. Copies of this study may be secured for \$1.00 from the University of Texas, Austin, Texas. (Bulletin No. 3046.) Seventy pages.

*To be reviewed later.

Radio Goes Up in the Air

PHILADELPHIA—Northwest Airways, Inc., has just installed Philco-Transitone automobile radios in each of its transport planes, the Philadelphia Storage Battery Company announced this week. In spite of the noise from the motors, reception is said to be good and distinctly audible up to a height of nearly two miles.

\$250,000 to Sell Tea Here

LONDON—The India Tea Company has decided to spend 105,000 pounds in advertising during the fiscal year 1931-2—50,000 of the amount for the United States, 10,000 for Great Britain and 45,000 for India.

Personal Service and Supplies

Classified Rates: 50c a line of seven words; minimum \$3.00. No display
Cash Basis Only. Remittance Must Accompany Order

POSITION WANTED

ASSISTANT SALES OR ADVERTISING MANAGER. Young. University graduate. Can handle direct-mail, trade magazine advertising, sales correspondence, mailing lists, market research, house organ. Especially qualified in sales letter campaigns. Experience with manufacturer, wholesaler, retailer and direct-seller in various lines. Go anywhere. Box 299, SALES MANAGEMENT, 420 Lexington Avenue, New York, N. Y.

THE EDITORS OF SALES MANAGEMENT are in touch with a young college man who will be graduated this June, who wants to join the organization of a progressive manufacturer and learn the business from the ground up. This man is a commerce student who has partially worked his way through school, who has an unusually fine personality, plus ambition and energy. The Editors of this magazine believe this man will be a real asset to any concern that finds a place for him. Address P. S., care Managing Editor, SALES MANAGEMENT, 420 Lexington Ave., New York, N. Y.

SALES EXECUTIVE AVAILABLE. Thoroughly experienced in modern sales and merchandising methods. Well equipped to formulate sound sales policies, analyze territories, train salesmen, plan promotional work, create practical advertising and visual sales aids for agents and dealers. Experience includes building materials, office appliances and automobile insurance. Ten years as salesman and branch manager. Seven years as general sales manager of an office appliance company, supervised over 100 domestic branches, also fifty-six foreign agencies. Six years as general manager of distributing company selling office specialties such as visible filing equipment, book-keeping machines, safes, calculation machines, etc. However, various mergers eliminated our profitable lines, necessitating change. Age 44, graduate Civil Engineer. References unquestionable, record clean and successful. Prefer a reasonable salary

and percentage of sales. Address Paul B. Waldin, 13584 Turner Avenue, Detroit, Mich.

EXECUTIVES WANTED

MANUFACTURER OF NATIONALLY KNOWN Household and Automotive Specialties, has opening for man who is a real salesman himself and can select and train others to sell the wholesale and retail Drug, Hardware, Grocery and Auto Accessory trade. Must be a hard worker, willing to do much traveling and start at modest compensation while proving his worth. Splendid opportunity for man who can produce. Western New York location. Address Box 300, SALES MANAGEMENT, 420 Lexington Avenue, New York, N. Y.

IF YOU ARE OPEN TO OVERTURES FOR new connection and qualified for a salary between \$2,500 and \$25,000, your response to this announcement is invited. The undersigned provides a thoroughly organized service of recognized standing and reputation through which preliminaries are negotiated confidentially for positions of the calibre indicated. The procedure is individualized to each client's personal requirements, your identity covered and present position protected. Established twenty-one years. Send only name and address for details. R. W. Bixby, Inc., 118 Downtown Building, Buffalo, N. Y.

SALES PROMOTION

\$50 to \$50,000 DAILY SALES SECURED FOR our clients. This distributor took on a new specialty, retailing at \$60. His first purchase \$12. We submitted a sales program capable of national expansion. Within four years his sales were nationwide, running to \$100,000 monthly. 35 years salesmanship-in-print experience back of our campaigns. Submit sales problems for free diagnosis. 10 years Sales Promotion Manager, Larkin Co. James C. Johnson, 119 Woodbridge Ave., Buffalo, N. Y.

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PHOTOSTATS
COMMERCE
PHOTO-PRINT CORP.
42 Broadway 33 West 42nd St. 80 Maiden Lane
Tel LONGacre 8645
PHOTOGRAPHS

Extra Copies

If you want extra copies of this issue please order promptly, as our supply is frequently exhausted a week after date of issue.

"GIBBONS knows CANADA"